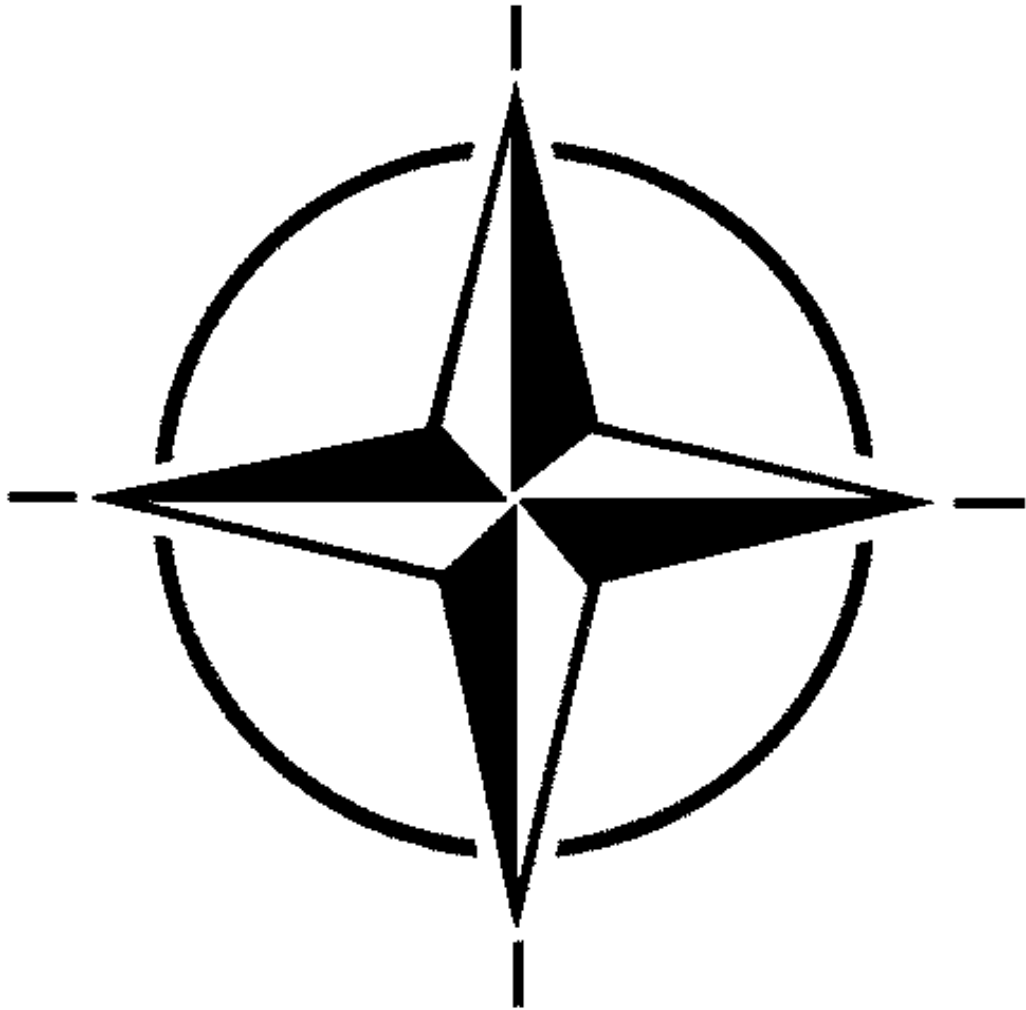


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ALLIED JOINT
HOST NATION SUPPORT
DOCTRINE &
PROCEDURES

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NORTH ATLANTIC TREATY ORGANIZATION
NATO STANDARDIZATION AGENCY
NATO LETTER OF PROMULGATION

May 2005

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J. MAJ 
Brigadier General, POL (A)
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RECORD OF RESERVATIONS

NATION	SPECIFIC RESERVATIONS
DEU	DEU in the role as Host Nation will advise all Sending Nations and the NATO Commander of its capability to provide HNS against specific requirements. Furthermore, DEU will provide information on HNS to support the HNS planning process. This does not mean that DEU will provide and continuously update and elaborate a generic HNS Capability Catalogue or Database.
POL	Annex G Part Two Financial Guidelines para. 2.1.d Medical Financial Arrangements - There is one reservation concerning the statement: "Treatment and consultations provided by unit or garrison medical services and evacuation by military transport, including helicopters, will be free of charge". Due to the fact that the whole of the Polish military personnel is insured by the National Health Fund (NHF) and unit or garrison medical services work as public healthcare institutions under contract to NHF treatment and consultations will be provided for SN military personnel on the same basis as for HN military personnel. The rules and reimbursement procedures will always be detailed in separate Technical Arrangements.
USA	<p>a. USA does not agree with the wording incorporated in several chapters and annexes regarding the legal character of prospective MOUs and Technical Arrangements, which implies an obligation without express acceptance of the USA. USA will not be obligated by any MOU or subsequent Technical Arrangement, agreed to by NATO unless the USA expressly has accepted the obligation in writing after review of the MOU or subsequent Technical Arrangement.</p> <p>b. The document speaks to the host nation support capability catalogue in the following paras: 1-10b, 1-10g, 1-30 and the development of the catalogue in para 2-4c. USA does not agree to develop a separate catalogue. USA maintains an active computer database of military and civilian infrastructure capabilities to support US forces as well as potential sending nations. This database is dynamic and very large, for practicality it would prove infeasible to publish such a document. If USA Host Nation Support is required for the deployment to, or through the nation, the information contained in this database can be made available with the required specificity to support logistics planning efforts.</p>

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RECORD OF CHANGES

Change Date	Date Entered	Effective Date	By whom Entered

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FOREWORD

1. This AJP provides Host Nation Support (HNS) guidance to those involved in support planning for operations and exercises where allied forces are planned to be located on, operating in or transiting through the territory of a Host Nation (HN). Partnership for Peace (PfP) nations are invited to follow this guidance when acting as a Host or Sending Nation (SN) in a NATO-led operation or exercise. The dynamic nature of HNS planning and implementation necessitates that the doctrine and procedures can be adapted to any Article 5 or non-Article 5 situation and expanded with specific logistic arrangements/Memoranda of Understanding (MOU) as required.

2. AJP-4.5(A) is at the second level in the joint doctrine hierarchy and supports, in particular, the principles and policies contained in MC 319/1, NATO Principles and Policies for Logistics, MC 334/1, NATO Principles and Policies for Host Nation Support, and the generic HNS guidance contained in AJP-4(A), "Allied Joint Logistic Doctrine". The Working Group has drawn upon the experience gained from NATO's involvement in operations in the Balkans, the planning for contingency operations in Greece, Norway and Turkey, and exercises involving the emerging Combined Joint Task Force (CJTF) and Multinational Joint Logistic Centre (MJLC) concepts.

3. AJP-4.5(A) has been developed in a logical sequence which takes the reader from the overarching concept of HNS, through the various stages of planning, to the responsibilities and authorities and finally to implementation. It contains the following key features:

- Chapter 1 describes the Alliance's concept of HNS and general guidelines for HNS Planning.
- Chapter 2 outlines the responsibilities and authorities exercised by the HN, SN and NATO organizations. A good understanding of chapter 2 is essential, to gain the maximum benefit from the HNS planning process.
- Chapter 3 outlines the planning process and gives an explanation of the 5 stages of it.
- Chapter 4 finally covers the transition from planning to the practical realities of operational implementation.

The annexes consist of:

- The definitions used in connection with HNS.
- Sample documents in draft form including a HNS Request Letter, a MOU, a Note of Accession/Statement of Intent, a Concept of Requirements, a Technical Arrangement (TA), a Statement of Requirements (SOR) and a Joint Implementation Arrangement (JIA).

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- A list of HNS-related STANAGs and publications.

4. AJP-4.5(A) is a living document and will need to be reviewed and updated as required by the Allied Command Transformation (ACT) with the support of the Allied Command Operation (ACO). As such, change proposals, amendments and other comments are welcome and should be forwarded to the Logistics Division of those two HQs.

CHAPTER 1**THE ALLIANCE CONCEPT OF HOST NATION SUPPORT****SECTION 1 - PRINCIPLES****AIM**

0101. The purpose of NATO's HNS concept is to provide effective support to the Joint Force Commander's operations and to achieve efficiencies and economies of scale through the best use of a host nation's available resources. This concept has been developed in response to the Alliance's New Strategic Concept, the MC Directive for Military Implementation of the Alliance.

NATO HOST NATION SUPPORT CONCEPT

0102. The NATO HNS concept provides a flexible support framework to enable NATO's mobile and flexible multinational forces to deploy and be sustained through the provision of timely and effective support. Such support is dependent on cooperation and coordination between NATO and national authorities, the establishment of HNS arrangements based upon the best use of available host nation resources and a flexible but focused generic approach to the HNS planning.

INTRODUCTION

0103. HNS is an important factor in any operational or exercise scenario. Within the current NATO environment, the need to achieve both efficiency and cost effectiveness is a key element in providing this support. Increasingly, by applying the concept of multinational joint logistics as outlined in AJP-4 (A), the overall costs for an exercise or operation can be reduced and greater support efficiencies achieved. Coordinated planning and the provision of HNS are key elements of this approach and it is therefore important that Host Nation Support Arrangements (HNSAs) are developed, as necessary. Not only can HNS reduce the amount of organic support that Sending Nations SN(s) need to deploy on operations, but coordinated planning and provision will ensure that visibility of SN(s) requirements and HN assets are addressed and that a co-operative approach to the use of such assets is fostered. The logistic planner will find that each situation will present different challenges and the information presented within this publication can be readily adapted to provide the solutions required for successful operations.

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DEFINITION

0104. HNS as defined in MC 334/1 is civil and military assistance rendered in peace, emergencies, crisis, and conflict by a HN to allied forces and organisations, which are located on, operating in or transiting through the HN's territory. Arrangements concluded between appropriate authorities of HN(s) and SN(s) and/or NATO form the basis of such assistance.

0105. Other terms and definitions, which are applicable to this AJP, are listed at Annex A.

PURPOSE

0106. The purpose of this AJP is to describe NATO's overall doctrine for HNS. It translates NATO's agreed HNS principles and policies into operational level doctrine and procedures in order to provide direction to NATO Military Authorities (NMA) and guidance to all NATO and PfP nations on HNS planning and execution, and to foster coordination and cooperation among the NMA and Nations. It emphasises the need for flexibility in HNS planning to meet the differing needs of contingency, crisis and exercise planning requirements in support of multinational operations and assist the Joint Force Commander (JFC) in the achievement of the mission.

SCOPE & APPLICABILITY

0107. This AJP describes the procedures and responsibilities required for HNS between the HN, NATO formations and SN(s). HNSAs are developed with reference to existing Status of Forces Agreements (SOFA(s)) or other relevant agreements.

0108. The HNS process contributes to the logistics function within the Force and Operational Planning Process of NATO. The guidance provided in this document is equally applicable to Article 5 operations and non-Article 5 Crisis Response Operations (CRO), and addresses the establishment of HNSAs for support of all operations or exercises.

0109. This document is applicable to NATO operations including those conducted in cooperation with other international organisations such as the United Nations (UN), the Organisation for Security and Cooperation in Europe (OSCE) and the European Union (EU). It is also applicable for non-NATO nations participating in NATO-led operations.

HOST NATION SUPPORT PRINCIPLES

0110. In order for the NATO Commander to execute his responsibilities for HNS efficiently, certain principles must be observed. These must be in line with the logistic principles established in AJP-4(A), Allied Joint Logistics Doctrine, and build upon the HNS principles presented in MC334/1, as well as reflect the experience gained in actual operations and exercises involving both Article 5 and non-Article 5 scenarios. Incorporation of these principles into the planning for HNS will not guarantee success in

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itself, but it will establish a solid foundation for constructive provision of a HNS plan. These principles are as follows:

- a. Responsibility. C-M(2001)44, NATO policy for Cooperation in Logistic, and MC 334/1 establish the principles of collective responsibility of Nations and NATO authorities for HNS across the spectrum of NATO led operations. The NATO Commander is responsible for identifying HNS requirements for his force, for establishing the HNS planning process in consultation with Nations, and for prioritising and coordinating the provision of HNS. However, each nation bears ultimate responsibility for ensuring the provision of support for its forces allocated to NATO, which can be achieved through the NATO coordinated HNS process.
- b. Provision. Nations must ensure individually or by collective arrangements, the provision of adequate resources to support their forces allocated to NATO during peace, emergencies, crisis and conflict. Non NATO Nations participating in NATO-led operations are encouraged to join into NATO coordinated HNSA. Furthermore, HNS is a fundamental supplement of support for deployed forces and should be provided by the HN to the greatest extent possible on the basis of national legislation, national priorities and the actual capabilities of the HN. In this regard each nation is encouraged to produce a national Capability Catalogue, listing HNS available to aid logistics planners.
- c. Authority. MC 334/1 provides the NATO Commander with the appropriate authorities for HNS planning, development and execution. However, this authority does not affect the rights of SN(s) to negotiate and conclude bilateral HNSA. Authority must be aligned with responsibility. The appropriate authorities and responsibilities should also apply to non-NATO Commanders participating in a NATO-led operation.
- d. Cooperation. Cooperation among the HN, SN(s) and NATO authorities in the provision and use of HNS is essential. In this context, the aim of cooperation is not limited to eliminating competition for scarce resources, but also includes optimising the support that the HN may make available in order to facilitate mission accomplishment. Cooperation should also extend to International Organisation and non-Governmental Organisations (IOs/NGOs), which may operate with or alongside NATO.
- e. Coordination. Coordination of HNS planning and execution between NATO and the national authorities is essential for reasons of operational effectiveness, efficiency and the avoidance of competition for resources. It must be carried out at appropriate levels and may include non-NATO nations as well as IOs and NGO(s) where appropriate. This will require the appointment of national representatives or liaison officers to the NATO Commander or to other appropriate elements.

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- f. Economy. Planning and execution of HNS must reflect the most effective and economic use of resources available to fulfil the requirement. In order to ensure that HNS resources are used in the most effective and efficient manner possible to meet operational imperatives, NATO-coordinated HNS should be utilised to achieve economies of scale and improve the overall availability of support to the force.
- g. Visibility. Information concerning HNS in support of Allied Forces and organisations must be available to the appropriate NATO Commander and to SN(s). In addition to the HNS, that the NATO Commander coordinates, he must also be made aware of other committed HNS which may impact on the conduct of NATO led operations in order to prioritise the provision of HNS to his force when its availability is limited. In order for the NATO Commander to develop a clear and accurate picture of the HN's capability to provide HNS, HNs are encouraged to produce a national Capability Catalogue, listing HNS available to aid the NATO Commander in HNS planning.
- h. Reimbursement. Reimbursement for HNS through either national, shared multinational or common funding will be agreed between the HN and the SN(s) and/or NATO authorities as appropriate. Reimbursement procedures will be developed in accordance with the accepted principle that each party can obligate only itself, and no other. Moreover, HNs should apply costs standards fairly to all recipients for the services provided.

DESCRIPTION OF THE ALLIED CONCEPT FOR HOST NATION SUPPORT

0111. HNS is a fundamental supplement to organic support and should be provided by the HNs to the maximum extent possible, on the basis of national legislation, national priorities, and the actual capabilities of the HN. The principles concerning HNS will be documented in an MOU negotiated and concluded between each HN and the Strategic Command (SC). The SN(s) will be encouraged to accede to these MOU as a condition of receiving HNS. The implementing terms governing the provision of HNS will be addressed in subordinate arrangements, which SN(s) may negotiate directly with the HN.

0112. While the appropriate SC always retains overall responsibility for HNS, a subordinate Commander may be designated specific responsibility for negotiating and concluding a MOU on behalf of the SC. The designated Commander is responsible for developing and concluding follow on HNSA, and for coordinating the provision of HNS. The designated Commander may be Joint Force Commander (JFC), or a Component Command (JFLCC, JFACC or JFMCC). Those NATO Commanders will normally be the designated for HNS planning for operations and exercises and/or to coordinate the provision of HNS during an operation or an exercise.

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0113. Within NATO, the logistic (J-4) staff has the lead for HNS planning and the development of HNSA. In developing HNSA, it is essential that the logistic staff work closely with the legal, financial (J-8), CIMIC (J-9) and other relevant staffs internally, within HN and SN(s) and the relevant NATO Commander's HQ. The designated NATO Commander should establish a Joint HNS Steering Committee (JHNSSC) in conjunction with the HN wherever possible, to oversee the development of the Technical Arrangement (TA) and Joint Implementation Arrangements (JIAs) (see *chapter 3*). The HN and known and potential SN(s) should provide representatives to this JHNSSC. Logistic planners should remain abreast of the evolving operational plan, to ensure the HNS concept continues to fully support it. Logistic planners must also allocate and de-conflict available HNS resources in accordance with SN(s) Statement of Requirements (SORs). This, in turn, will lead to the production of the Joint Implementation Arrangements. Finally, once the operation commences, staffs must continue to monitor HNS to ensure arrangements are adhered to and to ensure that changing priorities are serviced.

0114. The nature of required HNS can be expected to differ considerably, according to the circumstances prompting the requirement. The foundational document outlining the basic principles governing the provision of HNS is normally an overarching MOU between the SC and the HN, to which SN(s) would eventually accede. However, for very minor exercises either a TA, a SOR, a JIA, or an appropriate NATO Standardisation Agreement (STANAG) may be used. A full list of useful STANAGS for HNS planning is at Annex J.

SECTION 2**GENERAL GUIDANCE FOR HOST NATION SUPPORT PLANNING AND IMPLEMENTATION****BACKGROUND**

0115. HNS planning seeks to identify the requirements for HNS and the capabilities available to meet them and to put into place arrangements for the provision of HNS. The NATO Commander has an increased role and, in co-operation with the SN(s) and HN(s), is responsible for initiating and coordinating HNS planning and execution.

COORDINATION OF THE PLANNING PROCESS

0116. Planning for HNS, whether for contingency planning or impending operations or exercises, is an interactive process that must proceed from a common understanding of the situation and the likely resources available. The planning process needs to be clearly co-ordinated to avoid unnecessary duplication of effort and to facilitate the accession of SN(s) to HNSA. Also, the requirement for a more strategic and streamlined approach to HNS planning necessitates strong co-ordination with the SC in the development of Standing HNS MOU to be used for all operations and exercises.

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0117. To be effective, HNS planning must involve all levels of HQ(s) and all appropriate national representatives. When executed successfully, careful co-ordination will bring about harmonisation of effort and provide visibility within the planning process. The net effect of this will be the achievement of maximum economy, both in the allocation of time for planning and the allotment of resources. In addition, it will install a strong unity of effort within the planning process and staffs.

0118. Experience has highlighted the importance of the HN, SN(s) and NATO Commander respectively minimising the number of points of contact (POC) for HNS matters, particularly during the planning and early implementation stages. As a matter of principle, each participant should have a primary logistic POC for all HNS matters. The POC should have sufficient authority to mediate between all concerned and speak on behalf of their nation.

FINANCIAL ASPECTS

0119. Nations remain ultimately responsible for sustaining both their forces assigned to the NATO Force Structure, and personnel assigned to NATO Command Structure elements in the Joint Operational Area (JOA). As such, NATO does not normally pre-finance national costs nor relieve nations of their responsibilities. Where centralised support managed by the NATO Commander will be used, the prior approval of any consequent exceptional NATO pre-financing must first be obtained by the SC from the appropriate funding committee.

0120. HNS provided to NATO forces or SN(s) may be subject to reimbursement. The amount of reimbursement will depend on the national cost standards, which will be made available to NATO Commanders and/or SN(s). Where national cost standards have not been specified, the reimbursement procedures should be detailed in the appropriate HNSAs. In this regard, STANAG 2034 provides a guide for determining reimbursement requirements. The funding involved may be national, shared multinational or NATO common funding. Wherever possible, it is important to have the financial aspects agreed to before forces deploy. If formal agreement can't be concluded in due time, request for HNS should be specified to extend and detail possible using Annex A to STANAG 2034 or Annex H to AJP 4.5(A) to provide a basis for subsequent reimbursement for eligible expenses.

0121. The general financial principles applicable to an operation or exercise should be clarified in the HNS MOU, with detailed arrangements for reimbursement and cost sharing, including costing formulae, registered in the subordinate Technical Arrangement (TA) or Joint Implementation Arrangements (JIAs), as described in Chapter 3.

0122. The financing of operational infrastructure is normally decided by the NAC. SN(s) accession to an HNS MOU does not obligate the SN financially, nor does it imply any financial responsibility on the part of the HN for the creation or maintenance of infrastructure to support the operational plan (See Chapter 3). The TA or JIA(s) are the main vehicles for clarifying specific undertakings to comply with the detailed financial

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arrangements. The NATO Commander should not underestimate the value of collective discussion of the TAs to ensure a co-ordinated approach is taken. The SN(s) will sign the JIA because it is a financially obligating document.

CONTRACTING

0123. Different countries have different requirements for involvement in direct contracting. In some countries, the SN will be expected to use the services of the HN military authorities in arranging for local contracting. Obviously, where the HN military authorities have favourable contracting rates, it makes sense to request to use the same contract to meet the needs of the SN(s). However, it is important to establish the principle that the SNs' forces will not be charged more than the HN's own Armed Forces before accepting such arrangements. For other countries, the SN and/or the NATO Commander will be authorized to contract directly with private sources within the HN. In these cases it is essential for the NATO Commander to establish a system that enables him to co-ordinate contracting and to avoid competition for scarce resources between the SN(s) and the civilian population. To summarise, the aim should be for the SN and/or NATO Commander to achieve a fair and reasonable price for the required goods and services, utilizing the rule of the market and available competition and/or HN arrangements where it is appropriate and efficient to do so.

COOPERATIVE APPROACHES TO HOST NATION SUPPORT

0124. AJP-4 (A) stresses the need to utilise cooperative solutions to logistic support in order to reduce costs, achieve economies of scale, and a reduced logistics footprint. AJP-4.9 provides details on the various modes of multinational logistic support, including HNS. SNs are therefore encouraged to develop collective arrangements for nationally funded support provided to their forces by HNs. Further, operational circumstances, military considerations, and cost effectiveness may in some cases indicate that HNS could be best managed centrally by the NATO Commander. In such cases, SNs are encouraged to participate in centralised HNSA.

LEGAL ASPECTS**A. General Principles**

0125. HNSA are a set of documents that reflect mutually agreed principles and procedures that are applicable to HNS. There are many legal considerations, both national and international, including the status of HNS MOU. For these reasons, legal advice is essential during all phases of HNSA development.

0126. As is the custom in modern international relations, a Status of Forces Agreement (SOFA) and bilateral agreements generally govern the relationship between a HN and a SN concerning the presence and activities of a foreign force in HN territory.

- a. The NATO and PfP SOFAs and supplementary agreements enable early resolution of HNS issues. Mission specific SOFAs are created for

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situations involving nations where an existing SOFA is not in effect. These documents should be incorporated by reference into the HNS MOU and specific provisions inserted into the relevant HNSA.

- b. The Paris Protocol and the companion Further Additional (Headquarters) Protocol to the PfP SOFA, among other things, establish the Bi-SCs and subordinate Headquarters as legal entities in International Law and the domestic law of ratifying nations. These treaties are the source of legal competence permitting NATO Military Headquarters to undertake obligations, exercise rights and receive benefits. They also extend the SOFA status of personnel in national forces to the international force of an allied headquarters. Since operational sites set up by NATO are normally elements or detachments of a NATO military headquarters, the Headquarters Protocols are essential foundation documents for HNS to function properly and efficiently.

B. Relevant NATO Legal Authority

0127. This section provides a brief description of the relevant documents that impact HNSAs. Development of HNSAs should not commence without reviewing the NATO/PfP SOFAs and Protocols. These agreements provide the baseline for many of the express and implied provisions contained within the HNS MOU and TA. The language contained within the agreements bind participants under certain conditions and a complete understanding of the relevance of these documents is imperative when drafting and negotiating HNSAs.

- a. **NORTH ATLANTIC TREATY.** The North Atlantic Treaty, signed in Washington D.C. on 4 April 1949, was created within the framework of Article 51 of the United Nations Charter. This fundamental agreement provides the legal and contractual framework for the Alliance to establish separate international military headquarters (IMHQ) in Europe and the United States.
- b. **PARIS PROTOCOL.** The Protocol on the Status of International Military Headquarters set up Pursuant to the North Atlantic Treaty defines the status and authority of NATO Headquarters and their personnel. This Agreement establishes the Strategic Commands' legal rights and obligations and grants SHAPE its own juridical (legal) personality to enter into binding agreements with other nations, organisations or individuals. The Paris Protocol also grants the Headquarter the authority to acquire and dispose of property. Additionally, it provides for the exemption of taxes and duties on expenditures made in the interest of common defence.
- c. **NATO STATUS OF FORCES AGREEMENT (NATO SOFA).** The Agreement between the Parties to the North Atlantic Treaty Regarding the Status of their Forces (NATO SOFA), was signed in London on

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19 June 1951, and entered into force on 23 August 1953. This Agreement determines the status of NATO forces and provides a uniform legal standard for treatment of forces serving or transiting through the territory of another member of the Alliance. Specifically, the NATO SOFA sets forth provisions for the resolution of jurisdictional issues and claims, customs, and importation matters within the Host Nation.

- d. **PfP STATUS OF FORCES AGREEMENT (PfP SOFA).** The Agreement among the States Parties to the North Atlantic Treaty and the other States participating in the Partnership for Peace Regarding the Status of their Forces, signed in Brussels on 10 January 1994, is the foundational agreement for Partner nations. This covenant incorporates the NATO SOFA by reference and integrates these same conditions and provisions.
- e. **FURTHER ADDITIONAL PROTOCOL (FAP).** The Further Additional Protocol to the Agreement among the States Parties to the North Atlantic Treaty and Other States participating in the Partnership for Peace regarding the Status of their Forces, dated 19 December 1997, extends the provisions contained in the Paris Protocol to Partner nations.
- f. **SUPPLEMENTARY ARRANGEMENTS.** Supplementary Arrangements are bilateral agreements between NATO Strategic Commands and the HN where an International Military Headquarters is located. This document derives from the principles set forth in the Paris Protocol for the establishment of such an IMHQ and provides specific guidance for the operation of an Allied Headquarters in the territory of a member nation.
- e. **PfP TRANSIT AGREEMENTS.** These agreements apply to the transit and temporary stationing of personnel necessary for the passage of forces through the territory of a PfP nation. The agreement should focus specifically on the transit of personnel, equipment, and goods through a territorial area and should not incorporate aspects of HNS into its provisions. It should incorporate by reference and relevant language provisions, the NATO and PfP SOFA, as well as the Paris Protocol. In the event HNS is necessary, a HNSA should be contemplated or incorporated by reference if already in existence.

0128. There may be other relevant arrangements between individual nations or the SC and a nation that impact forces operating in or transiting through foreign territory. Additionally, international confidence building agreements may influence NATO activities in a nation. Thus, it is imperative to become familiar with the various authorities that may affect an operation or exercise. Moreover, not all nations have signed and/or ratified either the PfP SOFA, the Paris Protocol or the Further Additional Protocol; therefore any HNSAs between nations must incorporate these documents or any relevant provisions into a MOU, bilateral or multilateral agreement prior to commencement of a NATO-led operation.

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INTERRELATIONSHIP BETWEEN HOST NATION SUPPORT PLANNING AND THE OPERATIONAL PLANNING PROCESS

0129. Logistics planning is integral part (one of seven disciplines) of Defence planning. Defence planning in turn consists of two planning systems – the Defence Planning Process (DPP) for NATO nations and the Partnership for Peace (PfP) Planning and Review Process (PARP) for PfP nations. While defence planning aims to ensure that NATO-led operations are supported by appropriate force structures and capabilities, operational planning aims at preparing NATO to execute those missions. Overall, logistic planning provides a significant input to both defence and operational planning which are described in detail in AJP-4(A). HNS planning, as an integral part of logistic planning, plays an important part in both defence and operational planning.

0130. In support of defence planning, HNS planning may be used to identify HNS capabilities that nations may make available to support NATO operations, thereby reducing the overall force structure requirement. HNS capabilities may be identified through the acceptance of NATO Force Goals (FG) or PARP Partnership Goals (PG), or by the development of HNS Capability Catalogues. Further, the development of Standing HNS MOU with NATO and PfP nations can be considered as supporting defence planning because it puts into place the political framework upon which follow on HNSA can later be developed to support operational planning.

0131. In support of operational planning, HNS planning identifies the HNS requirements for Contingency Operation Plans (COP), non Article 5 CRO or exercises, and seeks to secure support from the HNS to the maximum extent possible.

0132. Long term HNS planning should be undertaken to ensure that Standing HNS MOU, are developed by the SC with NATO and PfP countries to complement general defence planning work. Once planning commences for a specific operation, exercise or COP, then the Standing HNS MOU is applicable for all missions. If a Standing HNS MOU does not exist, then other documents should be reviewed for applicability. If follow on HNSA are required, actions must be taken to conclude these arrangements to fully support the NATO Commander's mission.

0133. It is important for HNS planning to be fully integrated with the logistics planning process; as the latter matures, continuing analysis will refine the logistic concept for a given contingency plan, operation or exercise. Planning for the HNS portion of the overall logistics concept for an operation requires good co-ordination between the NATO planners, HN(s) and SN(s) throughout the series of logistic planning conferences which precede the operation. Non-NATO SNs should take part in the planning process at the earliest possible stage in order to permit them to identify their HNS requirements to the HN and NATO Commander. Co-operation by all participants will allow HNS planning to proceed in concert with the operational plan.

0134. Movement Planning: HNS planners should coordinate closely with movement planners in order to ensure that movement related Reception, Staging and Onward Movement (RSOM) requirements are taken into account and are provided for through

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HNS to the greatest extent possible. Details for movement planning are contained in AJP-4.4.

0135. Medical Planning: The medical plan must provide for medical capabilities through a balance of a deployed medical force structure and HNS, taking into account the size of the deployed force and the assessed risk. For political, ethical and legal reasons, the provision/acceptance of medical HNS is subjected to many technically specialised and highly sensitive considerations. Medical staff must be actively involved in the entire process of HNS development. Co-ordination between HNS and medical planners is therefore essential in order to ensure an acceptable standard of medical care provided through the mission. Detailed medical HNS considerations will be found in AJP-4.10.

0136. Infrastructure Planning. Infrastructure planning evaluates operational and logistics requirements against existing infrastructure. Shortfall to the requirements may be met by organisational re-arrangements, HNS, contractors, engineer support, and/or other arrangements. HNS infrastructure will be required particularly to facilitate RSOM.

0137. Logistic Support Planning. AJP-4.9 describes the various modes of multinational logistic support that a commander has at his disposal. These include support by non-military means, such as Third Party Logistic Support Services (TPLSS). HNS planning must ensure that the HNS requirements generated by such means are taken fully into account.

0138. HNS Planning for Service Components. Land forces require HNS primarily to facilitate RSOM. Air forces require HNS to provide bed down services and support flight operations. Maritime forces have their own unique HNS requirements that focus on port services and will usually state their requests using a Logistic Request (LOGREQ) signal. Planning considerations specific to service components can be found in ALP-4.1, ALP-4.2 and ALP-4.3. The supplement to ALP-4.3 is especially useful to HNS planning for deployed air forces.

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CHAPTER 2

RESPONSIBILITIES AND ASSOCIATED AUTHORITY

INTRODUCTION

0201. The NATO Commander has a central role in developing HNSA as part of the planning process. HN(s) also share this responsibility. An effective HNS plan is generally dependent on NATO Commanders, HN(s) and SN(s) actively and constructively participating in the process. However, responsibility for initiation and co-ordination of the HNS planning process rests with the designated NATO Commander.

RESPONSIBILITIES AND AUTHORITIES OF THE NATO COMMANDER

0202. During the HNS planning process all levels of NATO Commanders could be involved. In this chapter, the term "NATO Commander" is used in the generic sense because the levels of command can vary, depending on the situation. The appropriate level for each stage of the planning process and the relevant situations are clarified in Chapter 3.

The NATO Commander has the following authorities and responsibilities:

- a. The NATO Commander must inform the HN and SN of the appropriate POC for HNSA development at the earliest opportunity.
- b. The NATO Commander will play an initiating role in HNS planning when developing contingency, crisis and exercise planning. In such cases, he will:
 - (1) draft the HNS Request, thereby initiating the HNS planning process; and
 - (2) negotiate the HNS MOU with the HN.
- c. The NATO Commander is responsible for HNS planning, to include negotiation with the HN and conclusion of a HNS MOU. However, [*when possible,*] the NATO Commander should consult with identified SN(s) prior to conclusion in order to facilitate their eventual accession to the MOU.
- d. In conjunction with the HN, the NATO Commander will form and co-chair a JHNSSC.
- e. The NATO Commander should provide advice and guidance to non-NATO nations who may not be familiar with the HNS planning process.

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- f. The NATO Commander will, once SN(s) are identified, invite their accession to the MOU.
- g. The NATO Commander will identify those projected costs, which are considered both eligible and affordable for NATO common funding. He will ascertain the adequacy of such funding and will seek additional funding to cover any shortfalls. He will also identify those projected costs that can be expected to be paid by either direct national funding or multinational shared funding.
- h. The NATO Commander will arrange requisite financial authorisation by the appropriate NATO authorities/Funding Committees.
- i. The NATO Commander will consolidate all costs considered both eligible and affordable for NATO common funding for submission to the appropriate Funding Committees in the context of an operational plan (OPLAN), financial annex or an operational (or exercise) budget.
- j. The NATO Commander will ensure financial reimbursement to the HN for HNS, which is to be funded through common funding.
- k. The NATO Commander will, in consultation with the HN, establish the format, content and submission frequency of reports on the HNS assets, which are designated and agreed by a HN for the support of forces under NATO command.
- l. The NATO Commander will inform SN(s) on the availability of HNS assets.
- m. The NATO Commander has the authority to redistribute specific HNS assets committed by HN for the support of the forces under his command. Redistribution authority is governed by the principles of policies laid down in MC 319/2
- n. The NATO Commander will prioritise and deconflict the provision of HNS during implementation.

RESPONSIBILITIES AND AUTHORITIES OF SUPPORTING NATION(s)

0203. The SN(s) have the following responsibilities and authorities:

- a. The SNs must inform the NATO Commander and the HN of the appropriate POC for HNSA development at the earliest opportunity.
- b. SN(s), once identified, will review the MOU and/or Technical Arrangement (TA) developed by the NATO Commander and respond with a Note of Accession (NOA) or a Statement of Intent (SOI).

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- c. SNs will nominate and send authorised representatives to participate in the JHNSC in order to develop the TA and JIA(s), as appropriate.
- d. SN(s) should notify the HN and the NATO Commander, of their HNS Concepts of Requirement (COR) and Statements of Requirement (SOR) as soon as possible and of subsequent changes to these requirements as they occur.
- e. SNs should keep the NATO Commander informed of the status of any bilateral HNSA negotiations, the final status of the document and any significant difficulties.
- f. SN(s) should *give the NATO Commander visibility of any other arrangements in force that may impact on the HNSAs being developed.*
- g. SN(s) are responsible for negotiating and concluding reimbursement arrangements for HNS that is paid by national funding.
- h. SNs should, when required, provide liaison to the designated NATO Commander during execution of operations or exercises.

RESPONSIBILITIES AND AUTHORITIES OF THE HOST NATION

0204. The HN has the following responsibilities and authorities:

- a. Provide HNS to the greatest extent possible on the basis of national legislation, national priorities and actual capabilities, to meet the commitments made in the HNSA.
- b. The HN must inform the NATO Commander and the identified SNs of the appropriate POC for HNSA development at the earliest opportunity.
- c. The HN should advise SN(s) and the NATO Commander of its capability to provide HNS against both specific and generic requirements. This might be done by publishing a HNS Capability Catalogue or simply providing an update to the Capability Catalogue Database once it has been established¹. The Capability Catalogue should contain an overall summary of nation's available HNS capabilities and provide information, including POCs, on:
 - reception facilities (sea and airport of debarkation/embarkation, logistics over the shore sites and equipment holding areas);

¹ It is intended to develop a database of available HNS capabilities within the Logistic Functional Area Services (LOGFAS). When achieved, it will eliminate the need for a separately published HNS Capability Catalogue.

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- air/naval operating base facilities;
 - staging and marshalling facilities;
 - support areas (supplies, medical, transportation, facilities, communications, rear area protection, billeting and messing);
 - movement operations.
- d. The HN will advise SN(s) and the NATO Commander of significant changes in capabilities as they occur.
- e. The HN will ensure the maximum possible degree of co-ordination and co-operation between their military and civil authorities in order to make the best use of limited HNS resources.
- f. The HN should review, to the maximum extent possible, its plans and legislation to facilitate the use of civil resources as early as possible².
- g. The HN should provide liaison to the JFC, including to the MJLC HNSCC if established.
- h. The HN will with respect to HNS MOU:
- (1) consider and reply to the HNS Request from the NATO Commander, thereby initiating the HNS planning process; and
 - (2) negotiate and conclude the HNS MOU with the NATO Commander.
- i. The HN will, in conjunction with NATO Commander, form and co-chair a JHNSSC.
- j. The HN will provide a price list for agreed support to the NATO Commander and SN(s).
- k. The HN will retain control over its own HNS resources, unless control of such resources is released to the NATO Commander.

² Civil Emergency Planning Ministerial Guidance

CHAPTER 3

THE HOST NATION SUPPORT PLANNING PROCESS

INTRODUCTION

0301. This chapter outlines the activities involved in a staged planning process to ensure development of robust HNS to meet the needs of the operation/exercise. It also introduces templates for the various documents used. The templates are not prescriptive, but are offered as examples to assist NATO and nations in their preparation.

0302. A five-stage planning process provides the most suitable planning framework (identified as Stages 1 to 5). The various stages reflect the level at which activity is undertaken and products are produced. Consistent with the need for a flexible approach, this planning process can be adapted to meet the needs of the operation/exercise concerned.

0303. An overview of the key aspects of each stage and where they fit in the logistics/operational planning process is outlined below. NATO Commanders and nations identified as potential HN(s) are encouraged to embark on Stages 1, 2 and 3 at the earliest opportunity in order to develop useful generic HNSA in readiness for future operations/exercises and/or COP(s).

- a. **Stage 1.** As a product of Mission Analysis, the NATO Commander first identifies the requirement for HNS in very broad terms to support plans being drafted, taking into consideration the HNS requirements of the SN(s) where these can be identified. The NATO Commander will then send a **HNS Request (HNS REQ)** to the prospective HN(s) as the first notification of the requirement. Where possible, the type and magnitude of support required, as well as the HN's general ability and willingness to provide such support is confirmed. Generally, a **Memorandum Of Understanding (MOU)** is developed with each HN. If a Standing HNS MOU is in existence it is applicable to all NATO operations or exercises and does not require any modifications. If a HNS MOU is developed, it is concluded by the HN and the NATO Commander as the first formal document in the development of the HNSAs. Following MOU signature, the SN(s) are formally invited to accept the provisions of the MOU as the basis for providing HNS to their forces.
- b. **Stage 2.** A **Concept of Requirements (COR)** is called for and submitted to the HN by the NATO Commander and SN(s) respectively, who may undertake preliminary reconnaissance ahead of submitting their COR(s).

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- c. **Stage 3.** The **Technical Arrangement (TA)** is finalised within the Joint HNS Steering Committee (JHNSSC), which is convened by the NATO Commander and HN, with the participation of SN(s), to address common requirements and procedures for the provision of HNS. Technical and/or Single Service subcommittees may be formed as appropriate to support the JHNSSC. In addition, the JHNSSC plans - in a generic form - what support can be provided by the HN against the COR(s).
- d. **Stage 4.** The **Statements of Requirements SOR(s)** are developed based upon the results of sites surveys coordinated by the JHNSSC, in conjunction with the HN. Following consideration of the SOR(s), the HN confirms its ability to provide the requested HNS and identifies any shortfalls. Once signed they are executable documents, which obligate the signatories and satisfy the specific requirements of the SN(s)
- e. **Stage 5.** The **Joint Implementation Arrangements (JIA(s))** represent the final stage when more detail is required to effectively implement the HNS plan after confirmation by the HN.

NATO COMMANDER LEVEL IN EACH STAGE

0304. Throughout this document, the term NATO Commander is used generically. The following may clarify which level of NATO Commander normally corresponds to each Stage of the process:

Stage 1	Strategic Level (Strategic Command) or Operational Level after delegation of authority;
Stage 2	Operational Level;
Stage 3	Operational Level;
Stage 4	Tactical Level;
Stage 5	Tactical Level;

The Operational Level will be the JFC HQ (or Joint HQ) where one has been designated.

The Tactical Level will normally be a Component Command (JFLCC or JFACC or JFMCC) or a deployed NATO Command element and SN Forces.

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DETAILED DESCRIPTION OF THE 5 STAGES OF THE PLANNING PROCESS

0305. **Stage 1 - Submission of Host Nation Support Request and Development of the Memorandum of Understanding (MOU)**. First priority must be to determine whether or not a Standing HNS MOU exists. If not, previous MOU or similar arrangements should be examined to establish their suitability as a basis for further HNSA development.

a. General

- (1) The **Memorandum of Understanding** (MOU) is the foundation document in the HNS planning process. The MOU represents the formal establishment of the overarching principles for provision of HNS between the SC, the SN(s) and the HN and establishes the basis for follow-on HNS documents. NATO considers these MOU to be politically binding whereas some HN(s) consider them legally binding. The HNS MOU is usually signed by the Strategic Commands. However, this authority may be delegated to a subordinate NATO Commander by a written delegation of authority.
- (2) On grounds of efficiency and economy of effort, the MOU will normally be negotiated by the SC and the HN.
- (3) In order to save time and resources the SC should develop Standing MOU with potential HN(s). Standing MOU remove the requirement for specific HNS MOU to be developed for each operation/exercise.

b. The Process

- (1) This process assumes that the decision is taken to use a MOU as the foundation document for the provision of HNS.
- (2) As development of the operational plan progresses the need for HNS planning will be established.
- (3) The SC will draft a **HNS REQ** as soon as the need to conduct an operation or exercise is known. This will happen regardless of whether or not there is a Standing HNS MOU in place. The HNS REQ will summarise the need for HNS and outline the scope of the desired arrangement. Representatives from one or both of the SC (as appropriate) will sign the HNS REQ and forward it to the prospective HN. An example of an HNS REQ is at Annex C. A less formal form and notification of the HNS REQ may be adopted for crisis operations and minor exercises, where either economy of effort or time constraints render a full written request impractical. In such circumstances, an authorised representative of the SC may

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register the HNS REQ in the record of an initial planning meeting or take the form of a simple e-mail/FAX/signal sent.

- (4) The HN will study the HNS REQ and should respond. The NATO Commander and HN will then begin discussions for the appropriate HNSAs. The steps outlined below relate to the development of a HNS MOU.
- (5) The MOU will be negotiated by the SC or the designated NATO Commander and HN authorities. The designated NATO Commander will notify identified SN(s) and appropriate NATO HQ(s) that MOU negotiations have been initiated for a specific operation/exercise. The SC will approve and sign the MOU. The SC may delegate authority to sign the MOU on behalf of itself to a designated NATO Commander. Where a delegation has occurred copies of the signed MOU will be forwarded to appropriate SC and all other relevant NATO HQ(s) and identified SN(s) as soon as practicable by the designated NATO Commander. An example of a HNS MOU is at Annex D.
- (6) Following signature, participating SN(s) must be invited by the NATO Commander to accede to the MOU. Until this element of the process has been completed, only the HN and SC are committed to comply with the MOU. A SN's **Note of Accession (NOA)** indicates the SN's willingness to join into the MOU and to fully accept its provisions. However, should any SN(s) have difficulties with the MOU, they may indicate their preparedness to comply with the provisions of the MOU by way of presenting a **Statement of Intent (SOI)**, which should contain their reservations. In this case, the HN should either sign the SOI to confirm its willingness to accept the reservations, or otherwise indicate its reluctance. An example of a NOA/SOI is at Annex E.
- (7) Should any SN desire not to participate in the streamlined approach to MOU development, by providing a NOA or SOI, it may negotiate with the HN for development or use of a separate bilateral arrangement. In such circumstances, the HN should notify the NATO Commander of such separately negotiated arrangements.

c. The Products. The products of Stage 1 will be:

- (1) HNS REQ, which is prepared by the SC and transmitted to the prospective HN.
- (2) The MOU should as a minimum, cover the following:
 - (a) Definitions.

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- (b) Purpose of the MOU.
 - (c) Scope and general arrangements.
 - (d) Applicable documents.
 - (e) Responsibilities of the various participants involved in the MOU.
 - (f) Financial Principles.
 - (g) Legal Aspects.
 - (h) Force Protection.
 - (i) Security responsibilities.
 - (j) Disputes and interpretation of the MOU.
 - (k) Modification.
 - (l) Commencement, duration and termination.
- (3) The NOA/SOI from each of the identified SN(s), indicating their preparedness to comply with the provisions of the MOU, and identification of any reservations negotiated with the HN.

0306. **Stage 2 - Development of the Concept of Requirements (COR)**

- a. General. A **Concept of Requirements (COR)** addresses broad functional support requirements (land, air, maritime, security, transportation, telecommunications, facilities, etc). It provides the HN with a list of the required types of support, but does not yet furnish details regarding the timing and quantity of that support. An example of a COR format is at Annex F.
- b. The Process
 - (1) At the Initial Logistic Planning Conference (ILPC) the NATO Commander will direct NATO formations and SN(s) to develop outline **COR(s)**. Where the detailed requirements are known in advance, the SOR format (see stage 4) may be used for the COR.
 - (2) As authorised by the HN, the logistics staffs of the relevant NATO unit Commanders and SN(s) will conduct preliminary reconnaissance within the HN as required, to produce their COR and submit them to the HN copied to NATO Commander.
 - (3) The HN will identify any obvious shortfalls against the COR(s) and discuss these with the appropriate NATO Commander and SN(s).
- c. The Product. The COR(s) should provide the HN with a clear idea of the scope and scale of support, building on the information presented in the HNS REQ. In this respect, the COR(s) should be viewed as key documents in a continued effort to clarify actual HNS requirements.

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0307. **Stage 3 - Development of the Technical Arrangement (TA) for Provision of Host Nation Support.**

- a. **General.** A **Technical Arrangement (TA)** will be developed to amplify the concept and procedures for the provision of HNS common to all participants. An example of a TA is at Annex G.
- b. **The Process.** Generally once the MOU has been concluded, the NATO Commander and the HN will establish a **Joint HNS Steering Committee (JHNSSC)** to develop the necessary amplifying arrangements regarding HNS³. A JHNSSC should be established in any event no later than the conclusion of the Main Logistic Planning Conference (MLPC). The structure and Terms of Reference (TOR) for this JHNSSC and its sub-committees are as follows:
 - (1) **Structure.** The JHNSSC is co-chaired by the NATO Commander and the HN. The JHNSSC should include representation from the NATO Commander's staff, identified SN(s), and any other relevant HN military and civil departments.
 - (2) **Terms of Reference (TOR).** Outline TOR for the JHNSSC are as follows:
 - (a) To determine HNS requirements and the need if any, to merge the activities of Stages 3 to 5 of the HNS planning process.
 - (b) To collectively discuss the TA, including its annexes.
 - (c) To be responsible for co-ordinating planning undertaken by JHNSSC sub-committees and to provide guidance and policy advice to those directly responsible for development of JIA(s).
 - (d) To monitor the progress of planning, in particular, regarding identification of SOR(s), development of JIA(s), and to provide direction as required.
 - (e) To identify courses of action for issues that cannot be resolved by the JHNSSC or any sub-committees formed and that may require action to be taken by other agencies, by SN(s), NATO Commands or HN(s).

³ Potentially this may happen in parallel with Stage 1 and 2

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- (3) JHNSSC Sub-Committees. For sizeable HNS planning tasks, it may be beneficial for the JHNSSC to form sub-committees to address elements of the task within functional areas. For example, related sub-committees may best address the approach to JIA development for each of the Land/Amphibious, Air and Maritime domains for a given Operation Plan. These sub-committees, which may be associated with JIA development, will normally be called **Joint Implementation Committees (JIC(s))**. It may even be appropriate to establish further **sub-JIC(s)** for example to be responsible for JIA development for each bed-down Air station, each Land Command and each Navy District. To address overarching matters for example as CIS, fuels, transportation and medical, **Special Advisory Groups (SAG(s))**, may also be formed to provide input on these functional aspects to all the JIC(s), as required.
- (4) For some small and medium level exercises, it may be considered unnecessary to convene a JHNSSC.

c. The Product

- (1) The final product will be a TA, with associated annexes. These annexes will focus on how the HN proposes to meet NATO and SN(s)'s requirements, as well as the general procedures and arrangements for effecting this. The TA should as a minimum, cover the following:
 - (a) Purpose and scope of the TA
 - (b) Definitions
 - (c) Applicable documents
 - (d) Situation, HNS mission and execution
 - (e) Command and Control
 - (f) Responsibilities
 - (g) Financial Procedures
 - (h) Legal Aspects
 - (i) Supplies and Services
 - (j) Commencement, Amendment and Termination.
- (2) The TA should not duplicate information in other documents, such as the MOU, OPORD/EXOPORD, etc.
- (3) Irrespective of whether or not the TA is discussed and finalised collectively (through the JHNSSC), it is signed bilaterally between the HN and the NATO Commander. The signature will be at Operational Level for NATO and in accordance with national protocols for the HN.

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- (4) Following signature of a bilateral NATO/HN Technical Arrangement, the HN should invite SN(s) to accede to the TA through a **Note of Accession (NOA)**. SN(s) may also provide a **Statement of Intent (SOI)** with reservation to the HN with a copy to the NATO Commander. The SN(s) may also develop separate TA(s) with the HN. The template for the NOA/SOI is the same used for the MOU (Annex E) with appropriate changes⁴.

0308. **Stage 4 - Development of the Statement of Requirements (SOR)**a. General

- (1) Once SN(s) and NATO force contributions have been identified, and as far as practicable in parallel with the development of the TA, it will be important for the designated NATO Commander to work closely with the HN and SN(s), and where appropriate the JHNSSC, to determine the **SOR(s)**. These SOR(s) take the planning process from the generic to the specific, in that they require identification of the force(s) to be supported. Identification of SN(s) and NATO forces is a prerequisite for proceeding with this Stage. An example of a SOR is at Annex H.
- (2) Economy of effort and the needs of all the SN(s) scheduled to deploy to a given location are important factors, which need to be accounted for when determining HNS resource allocation. To this end, any site surveys conducted for the purpose of clarifying detailed SOR(s) and the ability of the local bases/camps etc to support the NATO formation and/or SN forces should be conducted on a combined and joint basis.
- (3) The designated NATO Commander may determine that certain nationally-funded support functions (i.e.- messing, accommodation, etc.) for personnel assigned to NATO HQ elements in theatre need to be provided via centralised arrangements administered by the NATO HQ or the HN. Typically, such arrangements will involve support on the basis of bulk reimbursement to the provider directly by the SNs. Such payments may be requested in advance (i.e.- selling of "meal tickets") or via consolidated invoices after the event. SN(s) agreeing to such support are considered to accept the terms, conditions, prices, and invoicing procedures established by the provider. Wherever possible, the designated NATO Commander will inform SN(s) in advance through the SORs of the terms and conditions of such arrangements, both at the local level in theatre

⁴ In the example of Annex E simple insert "Technical Arrangement" instead of "Memorandum of Understanding" and "TA" instead of "MOU"

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and formally via the National Military Representatives (NMR(s)) or equivalent.

b. The Process

- (1) Following the Final Logistic Planning Conference (FLPC) and once SN(s) have confirmed their troop contributions and final destinations, the designated NATO Commander in co-ordination with SN(s) will confirm with the HN the number and location of site surveys, which need to be conducted in order to refine SOR(s) and develop JIA(s).
- (2) The designated NATO Commander and the HN will then construct a draft programme of site surveys to be notified to the SN(s). This programme will be developed on the basis of ensuring wherever possible that site surveys are conducted on a combined joint basis (i.e. all SN(s) deploying to a particular location should be represented at the site survey).
- (3) The designated NATO Commander will next issue a calling notice inviting SN(s) to participate in the site surveys.
- (4) During each site survey, the designated NATO Commander and SN(s) will co-ordinate their detailed SOR(s) with the support required to be provided by the HN. The SOR(s) information will form an essential component of the final stage in the planning process and the development of the JIA(s). SN(s) personnel deploying on site surveys should complete the SOR using the template and checklists at Annex H. This detail should be incorporated into the annexes of the template JIA, at Annex I. In respect of specific service components completion of different questionnaires and SOR(s) will be necessary. Further guidance on this can be found in ALP-4.1, ALP-4.2 and ALP-4.3.
- (5) Unit SOR(s) should be drafted at the lowest appropriate level so as to include all HNS requirements needed by the unit.
- (6) Unit SOR(s) will be drafted by phases of the operation. Where a unit's support requirements do not change, as the operation transitions from one phase to the next then a single, multi-phase SOR will be sufficient.
- (7) The designated NATO Commander and HN will identify possible shortfalls and advise the SN(s) as appropriate.

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- c. The Product. The final product of this Stage will be a set of SOR(s) from each SN and NATO formation deploying to the HN. The SOR(s) format will be used as the basis for development of the Annexes to the JIA outlining the HNS to be provided or they may be annexed to the TA when JIAs are not produced.

0309. **Stage 5 - Development of the Joint Implementation Arrangement (JIA)**a. General

- (1) During this final stage, **JIA(s)** may be prepared. In some cases particularly for small or medium level exercises, it may not be necessary to produce a JIA. The SORs would then stand-alone or be annexed to the TA. If a JIA is produced, planning is decentralised and will be conducted in one of two ways:
 - (a) Under the immediate direction of one or more **JIC(s)**, as appropriate, which are themselves established by, and operate under the direction of, the JHNSSC (see Para 3-4a(3) above). This is more likely to be the approach adopted for contingency planning.
 - (b) With the HN, in conjunction with the SN(s) and with the support of the JHNSSC. This is more likely to be the approach adopted for exercises and operations, where time constraints preclude establishment of the more methodical approach synonymous with the previous option.
 - (2) The JIA(s) will include financial obligations, in this case serving as the fundamental “contract” between the HN and SN(s)/designated NATO Commander for provision of specific HNS. Consequently they are signed on a bilateral basis even though they may have been developed collectively. In respect of general provisions, each SN/designated NATO Commander may sign on a collective signature page, indicating their acceptance. In respect of specific provisions each SN/designated NATO Commander may sign on a bilateral basis.
 - (3) As the JIA(s) will detail the financial obligations and impose requirements on the HN, the SN(s) and the designated NATO Commander, the signature level should be consistent with the authority required by each to make such arrangements.
- b. The Process. The JIA(s) detail the force(s) to be supported. The following steps are involved in developing JIA(s):

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- (1) Once the detailed SOR(s) have been updated following the site surveys, the SN and HN representatives should complete the JIA, identifying and clarifying any HN procedures and factors. This should be undertaken in such a way as to produce a combined JIA for the site, with each SN's requirements and the HN's ability to meet those requirements, including the detailed terms of provision, being clearly stated.
 - (2) The JHNSSC, or where this is not formed, the designated NATO Commander, will confirm with the HN the arrangements and level for signature of the JIA(s).
- c. The Product. The final product of this Stage will be a set of JIA(s). JIA(s) are contracts that obligate the signatories financially and to provide resources. They must detail costs and how support requirements will be provided to forces. Signatures by appropriate NATO Commanders/SN(s) and the HN will be required prior to implementation. JIA(s) will normally be published as stand-alone documents. In some circumstances, the TA may also include annexes which include the products of this Stage of the HNS process and which are specific to SN(s).

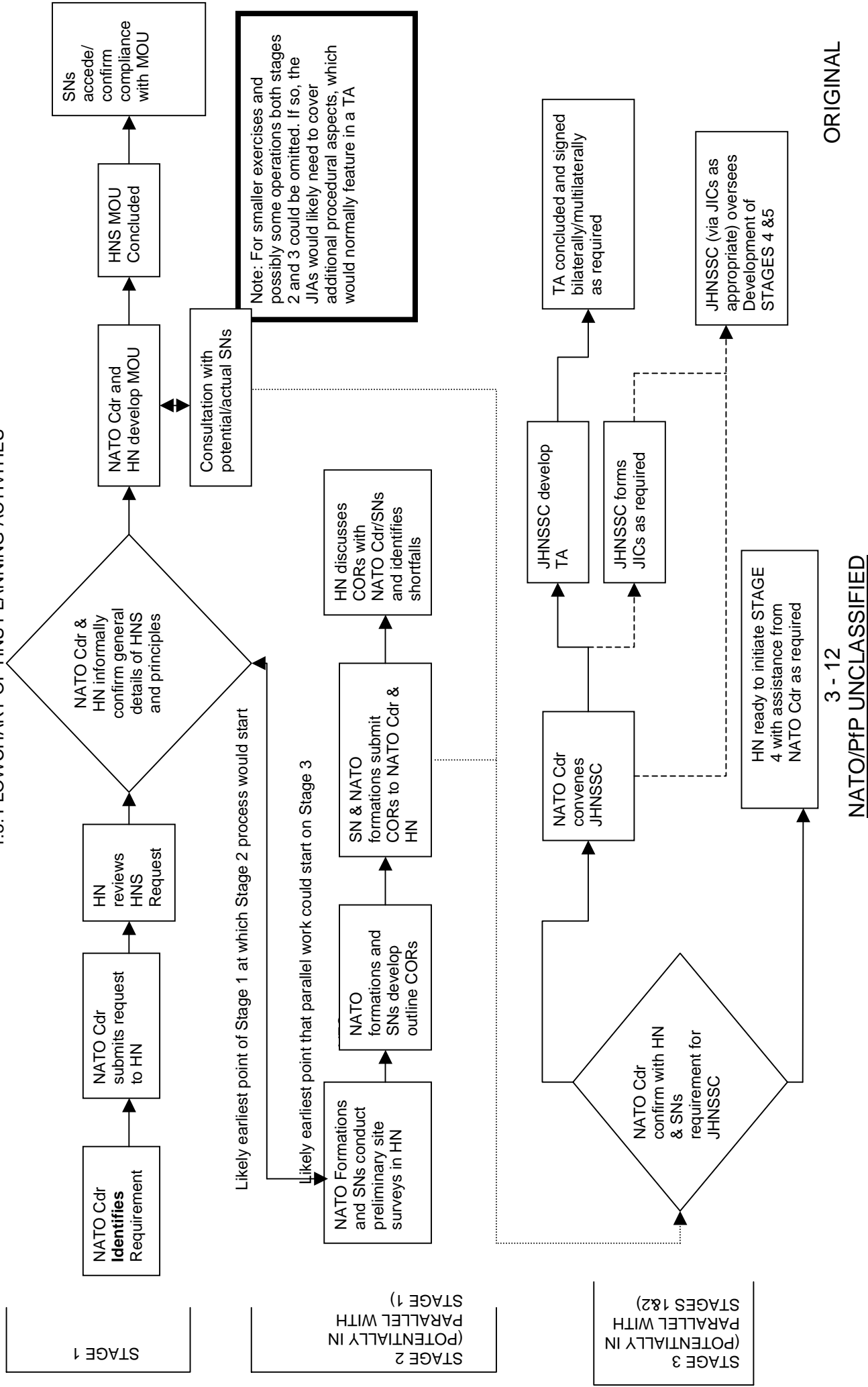
Annexes may be structured in one of two ways:

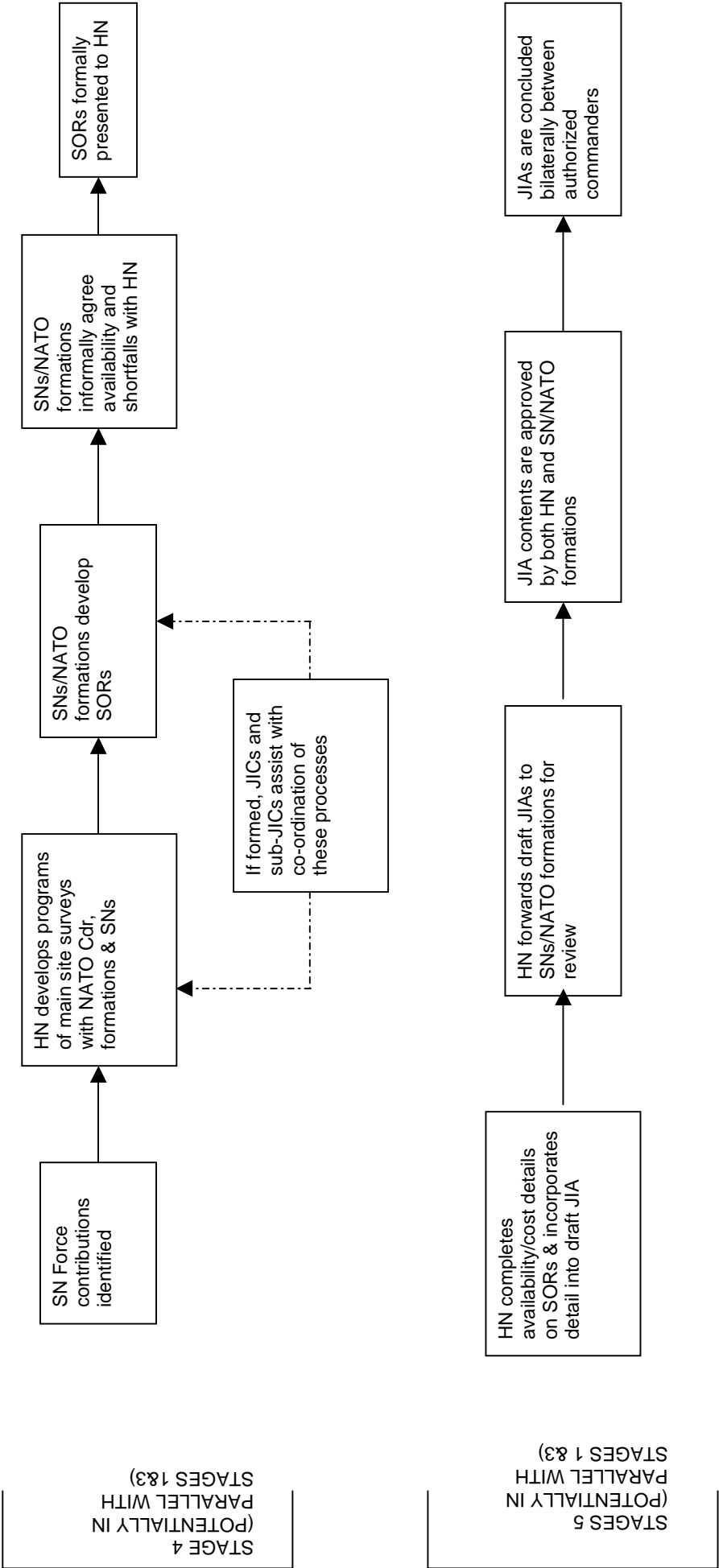
- (1) Functionally, for example with separate annexes for classes of supply (transportation, accommodation, etc.)
- (2) Composite, for example with separate all-encompassing annexes for each phase of a force's anticipated operation.

An example of a JIA is at Annex I

0310. **Changes To Support Plans.** Each document in the hierarchy of HNSAs will specify the procedures to be followed to effect amendment or modification.

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1.5. FLOWCHART OF HNS PLANNING ACTIVITIES





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CHAPTER 4

IMPLEMENTATION

INTRODUCTION

0401. This Chapter addresses the activities required to effect the provision of HNS beyond the planning stage discussed in Chapter 3. It, therefore, takes as a starting point the requirement to commence implementation of the HNSA, and in particular the JIA(s) developed for use in the operation or exercise in question.

0402. As outlined in Chapter 3, the JIA(s) will have been developed at a point close to, or possibly even during the actual deployment of SN forces to the operational or exercise area. The HN should by this stage have identified its HNS architecture, the details of which could be expected to have been provided in the TA. In situations where there has not been time to finalise such a document, then the information should at least have been communicated to the relevant NATO Commands and the SN(s).

ORGANISATION

0403. Notwithstanding the general organisation requirements, the shape of the HNS organisation for any given country or operation can be expected to vary according to the general operational and logistics C2 arrangements, and the requirements of the HN. It is important that SN(s) are advised at the earliest opportunity of the proposed organisational structure for managing the provision of HNS.

NATO ORGANISATION

0404. The CJ4 is responsible to the JFC for the coordination and prioritisation of HNS during an exercise or operation. The CJ4 will exercise this responsibility through the MJLC, if established. The HNSCC will normally be constituted as a cell within a MJLC or the CJ4, when an MJLC is not established.

0405. Responsibilities of the HNSCC. The HNSCC co-ordinates HNS between the NATO force and the HN. Within the Joint Operations Area (JOA) Regional Detachments subordinate to the HNSCC may also be established as required. Its size, and the need for subordinate satellite detachments, will depend on the extent of HNS invoked by NATO and nations. Its main functions include:

- a. Coordinating the provision of HNS during the conduct of an operation or exercise.
- b. Communicating and co-ordinating SN(s)'s and NATO commander's new requirements to the HN.
- c. Providing the interface between the forces and the local authorities, enhancing flexibility and responsiveness;

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- d. Implementing and monitoring of HNS to facilitate deployment, movement and sustainment;
- e. Assessing the impact, in conjunction with SNs and the HN, of changes or conflicts to HNS requirements and/or capabilities and recommending to the MJLC Director, if established, otherwise to CJ4, the prioritisation of HNS.
- f. Identifying additional requirements for HNS and notification of such requirements or any difficulties to the appropriate authorities;
- g. Establishing and/or coordinating contracting and payment arrangements⁵, in coordination with the Regional Area Contracting Office (RACO), for HN-provided services and materiel, which are not covered in existing JIAs, and notifying any difficulties to the appropriate authorities.

HOST NATION ORGANISATION

0406. It is essential that the HN works closely with the HNSCC during implementation of HNS. This can best be achieved by collocating the HN's key HNS Cell with the HNSCC or by establishing effective coordination mechanisms with it. The HN will need to establish HNS Points of Contact (POC(s)) or Liaison Officers \ (LO(s)) at key locations where SN forces can be expected to transit or reside.

SUPPORTING NATION ORGANISATION

0407. HNS Liaison Officers (LO) from each SN will need to be colocated with the HNSCC and with other MJLC cells as appropriate. SN LOs may also need to be at POEs/PODs and other key nodal points for staging or positioning of their forces within the HN. Such HNS LO(s) will normally need to be dedicated to this liaison function.

0408. Each SN's National Support Element (NSE) can be expected to co-ordinate its own national organisation of HNS LO(s). Where this is not the case, the HNSCC and the HN's HNS co-ordinating staff needs to be advised of the appropriate channels for addressing HNS organisational matters to the NSE(s).

CIVIL MILITARY COOPERATION

0409. CIMIC is primarily concerned with the resources and arrangements, which support the relationship between the NATO Commander and the IOs, NGOs, civil authorities and populations in the JOA. Its mission and roles are described in AJP-9. CIMIC's role in the logistic field therefore differs from that of those involved with the provision of HNS, but is complementary to it. HNS concerns the provision of civil and military assistance in the form of materiel, facilities, services and administrative support

⁵ Where national funding applies, only the nation concerned may conclude the arrangements.

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to the forces. CIMIC's role is to assist with securing access to civil resources and to ensure that such access does not compromise the needs of the local population or other organisations involved in the operation.

0410. The CJ4 is responsible for developing HNSA with a HN to establish access to HNS within an area of operations, including civil resources. When the operational planning timeline permits, the CJ4 staff will conduct site surveys and develop HNSA prior to the start of an operation. In some CROs, however, it may not be possible to establish HNSA until after the operation has begun. In such cases, the CJ4 (HNSCC) should request CIMIC support in the following areas:

- participation in the fact finding visits that CIMIC staff may conduct within the target country for data gathering, initial assessments and establishment of liaison and coordination mechanisms;
- information on the overall status and capability of the HN's economy, infrastructure, health care and lines of communications to support the operational logistic requirements;
- access to appropriate HN authorities with whom negotiations will need to be conducted and at the regional and local levels with whom the execution of HNS will need to be coordinated;
- advice on other established arrangements (SNs, IOs and/or NGOs) that may compete or conflict with the proposed HNS arrangements.
- assistance with the negotiation of HNSA by providing inputs on the HN's governmental structures and support capabilities;
- participation in a forum for coordination with IOs, NGOs, CJ4(HNSCC), and/or HN administration, as may be required.

HOST NATION SUPPORT REPORTING

0411. The NATO Commander is authorized to require reports from HNs on the status of HNS assets made available. SNs may need to quickly inform the NATO Commander of changes to their HNS requirements. For such reports, standardized and automated report formats should be developed and incorporated within the Logistic Reporting System (LOGREP) of LOGFAS for use by all participants.

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VALIDATION, TRAINING AND EXERCISES

0412. To ensure that HNS plans are current and executable, NATO Commanders should test them, either in whole or in part, during scheduled exercises. The Officer Scheduling the Exercise (OSE) or the Officer Conducting the Exercise (OCE) must verify the HN's willingness to test HNS plans, prior to embarking on detailed exercise planning. Once the exercise is completed it will be the responsibility of the OCE's Exercise Analysis Staff to provide feedback to HNS planners, so that consideration can be given to updating the HNS planning process or procedures, as necessary.

0413. ACT, with the support of ACO, should establish training programmes to ensure a sufficiency of staff skilled at HNSA development. Such expertise is likely to require time to mature, and the NATO Commanders and nations will need to ensure that adequate cross training is provided to avoid poor and untimely development of HNSA and inconsistency of approach. Nations should take advantage of such programmes.

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ANNEX A**TERMS AND DEFINITIONS**

The following terms used in this document are those associated with the HNS planning process.

Civil-Military Cooperation (CIMIC). The co-ordination and co-operation, in support of the mission, between the NATO Commander and civil actors, including national population and local authorities, as well as international, national and non-governmental organisations and agencies. (MC 411/1)

Concept of Requirements (COR): a document, prepared by the SN(s) and NATO Commander listing broad functional support requirements. The COR serves as the basis for the development of the Technical Arrangement (TA). (This entry will be recommended for inclusion in AAP-6 upon ratification of this publication).

Coordinating Authority: The authority granted to a commander or individual assigned responsibility for co-ordinating specific functions or activities involving forces of two or more countries or commands, or two or more services or two or more forces of the same service. He has the authority to require consultation between the agencies involved or their representatives, but does not have the authority to compel agreement. In case of disagreement between the agencies involved, he should attempt to obtain essential agreement by discussion. In the event he is unable to obtain essential agreement he shall refer the matter to the appropriate authority. (AAP-6)

Host Nation (HN): A nation, which receives the forces and/or supplies of allied forces and organisations, located on, operating in, or transiting through its territory. (MC 334/1).

Host Nation Support (HNS): HNS is civil and military assistance rendered in peace, emergencies, crisis and conflict by a HN to allied forces and organisations which are located on, operating in or transiting through the HN's territory. Arrangements concluded between the appropriate authorities of HN(s) and SN(s) and/or NATO form the basis of such assistance. (MC 334/1)

HNS Arrangements (HNSAs): Those documents which detail the support, political, legal and/or financial arrangements agreed upon by national and NATO authorities and which are necessary to provide HNS to NATO-led operations and exercises. (to be included in AAP-6)

HNS Request (HNS REQ): A letter or message identifying the need for HNS to support a NATO-led operation or exercise. (to be included in AAP-6)

International Organisations (IOs): IOs are established by intergovernmental agreements and operate at the international level. (AJP-9)

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Joint Implementation Arrangements (JIAs): Follow-on documents which establish the commitment between the participants concerning the provision and receipt of HNS. It includes the most detailed information on the required and offered support, the site specific procedures to implement the support arrangements and the reimbursement details. (This entry will be recommended for inclusion in AAP-6 upon ratification of this publication).

Joint Force Commander: A general term applied to a commander authorised to exercise command authority or operational control over a Joint Force (AJP-01(B) and AJP-4 (A)).

Logistics: The science of planning and carrying out the movement and maintenance of forces. In its most comprehensive sense, the aspects of military operations which deal with:

- (1) Design and development, acquisition, storage, transport, distribution, maintenance, evacuation and disposition of materiel;
- (2) Transportation of personnel;
- (3) Acquisition or construction, maintenance, operation and disposition of facilities;
- (4) Acquisition or furnishing of services; and
- (5) Medical and health service support. (AAP-6)

Memorandum of Understanding (MOU): A written overarching bilateral or multilateral agreed document which implies an intent or responsibility to support allied forces and organisations (MC 334/1).

In the context of this AJP it is seen as a bilateral arrangement between SC and HN.

NATO Commander: A military commander in the NATO chain of command. (AAP-6)

Non-Governmental Organisations (NGOs): NGOs are voluntary organisations that are primarily non-profit organisations independent of government, international organisations or commercial interests. (AJP-9)

Operational Command: The authority granted to a Commander to assign missions or tasks to subordinate Commanders, to deploy units, to reassign forces and to retain or delegate operational and/or tactical control as the Commander deems necessary. It does not include responsibility for administration (AAP-6).

Note of Accession (NOA): A document indicating the SN(s) decision to participate in the operation/exercise and receive HNS on the basis of the HNS MOU concluded between the designated NATO Commander and Host Nation. Submission of a NOA by SN creates a bilateral arrangement. (to be included in AAP-6)

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Sending Nation (SN): A nation deploying its forces, supplies and/or national components of multinational forces and requesting the use of HN logistic and other support during transit through or employment on the HN's territory. (MC 334/1)
This may include HQ in its own right and its elements (examples are the ARRC and MNC (NE)) deploying to the territory of HN(s) in support of NATO led operations.

Statement of Intent (SOI): A document indicating the SN(s) decision to participate **with reservations** in the operation/exercise and receive HNS on the basis of the HNS MOU concluded between the designated NATO Commander and HN. (to be included in AAP-6)

Statement of Requirement (SOR): A document, prepared by SN(s) or NATO commander, detailing forces and equipment to be deployed and related facilities, supplies and services required. When known it contains, in its annexes, also all limitations/shortfalls of HNS requested. (to be included in AAP-6)

Status of Forces Agreement (SOFA): An agreement whereby the States parties to the Agreement define in advance the rights and obligations, privileges, immunities and facilities which the forces and their members will enjoy when present on the territory(ies) of another State(s) party(ies) to the Agreement. (MC 334/1)

Strategic Commander (SC): SC is Supreme Allied Commander Europe (SACEUR). (AAP-6)

Technical Arrangement (TA): A written bilateral document for a specific operation or exercise. It provides the concept, responsibilities, procedures and the detailed financial and legal aspects for the provision of HNS by the HN to the SN/NATO Commander. The TA supplements the MOU and supports the development of concise JIA(s). (to be included in AAP-6)

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ANNEX BLIST OF ABBREVIATIONS

To assist the staff officers who may be unfamiliar with NATO terminology the following is a list of the abbreviations appearing in this doctrine:

ACO	Allied Command Operations
ACOS	Assistant Chief of Staff
ACT	Allied Command Transformation
ALSS	Advance Logistic Support Site
AOI	Area of Interest
AOR	Area of Responsibility
APOD	Air Port of Disembarkation
APOE	Air Ports of Embarkation
AJP	Allied Joint Publication
CHOD	Chief of Defence
CIMIC	Civil Military Co-operation
COP	Contingency Operation Plan
COR	Concepts of Requirements
CRO	Crisis Response Operation
EU	European Union
EXOPORD	Exercise Operation Order
FLS	Forward Logistic Site
HN	Host Nation
HNS	HN Support
HNSA	HN Support Arrangement
HNSCC	HN Support Co-ordination Cell
HNS REQ	HN Support Request
HQ	Headquarters
IO(s)	International Organizations
JFC	Joint Force Commander
JHNSSC	Joint HNS Steering Committee
JIC	Joint Implementation Committee
JIA	Joint Implementation Arrangement
LO	Liaison Officer
MC	Military Committee
MJLC	Multinational Joint Logistic Centre
MNLC	Multinational Logistic Command (or Commander)
MNMF	Multinational Maritime Force
MOD	Ministry of Defence
MOU	Memorandum of Understanding
NAC	North Atlantic Council
NATO	North Atlantic Treaty Organisation
NGO(s)	Non Governmental Organisations
NOA	Note of Accession
OCE	Officer Conducting the Exercise

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OPP	Operational Planning Process
OSE	Officer Scheduling the Exercise
OSCE	Organisation for Security and Co-operation in Europe
OPLAN	Operation Plan
OPORD	Operation Order
POL	Petrol, Oil and Lubricants
SACEUR	Supreme Allied Commander Europe
SAG	Special Advisory Group
SC	Strategic Command
SHAPE	Supreme Headquarters Allied Powers Europe
SN	Sending Nation
SOFA	Status of Forces Agreement
SOI	Statement of Intent
SOR	Statements of Requirements
SPOC	Single Point of Contact
SPOD	Sea Port of Disembarkation
SPOE	Sea Port of Embarkation
STANAG	(NATO) Standardization Agreement
TA	Technical Arrangement
TOR	Terms of Reference
UN	United Nations

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ANNEX CEXAMPLE OF HOST NATION SUPPORT REQUEST LETTER**SUBJECT: Request for Host Nation Support**

TO: "Host Nation Military Representative"

SUBJECT: Standing Memorandum of Understanding with the Republic of _____
regarding the Provision of Host Nation Support for the Execution of NATO
Operations

DATE:

REFERENCE: A. AJP-4.5 (A) "Allied Joint HNS Doctrine & Procedure"

1. Under the concept of NATO multinational logistics and Host Nation Support (HNS), it has become apparent that there are considerable benefits in organising HNS well in advance. As you are aware there is a Standing HNS Arrangement in place between NATO and _____(HN)_____.

2. The purpose of this letter is to initiate its use in respect of HNS Planning for the Operation (or the Exercise) _____ **[when a Standing MOU is in place]**

.....OR.....

1. Under the concept of NATO multinational logistics and Host Nation Support (HNS), it has become apparent that there are considerable benefits in organising HNS well in advance. Notwithstanding the existence of some Arrangements between NATO and _____(HN)_____, the SHAPE staff believe it would be appropriate to update these agreements by developing a Standing HNS Memorandum of Understanding (MOU).

2. With this in mind, SHAPE would like to initiate the HNS process, in accordance with Reference A, in order to negotiate and conclude a mutually beneficial Standing HNS MOU between SHAPE and _____(HN)_____. A proposed HNS MOU is enclosed.

3. I would be most grateful if you would establish contact with the following personnel to start negotiations:

- *list of POC*

[when a MOU is not in place]

SC Representative _____

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ANNEX D

EXAMPLE OF A MEMORANDUM OF UNDERSTANDING

**MEMORANDUM OF UNDERSTANDING (MOU) BETWEEN
THE GOVERNMENT OF THE REPUBLIC/KINGDOM OF _____[HN]**

AND

SUPREME HEADQUARTERS ALLIED POWERS EUROPE

REGARDING

**THE PROVISION OF HOST NATION SUPPORT FOR THE EXECUTION OF NATO
OPERATIONS/EXERCISES**

INTRODUCTION

The Government of the Republic/Kingdom of _____[HN], represented by the Ministry of Defence (MoD), and the Supreme Headquarters Allied Command Europe (SHAPE), hereinafter referred to as the Participants:

HAVING REGARD to the provisions of the North Atlantic Treaty, dated 4 April 1949, and in particular Article 3 thereof;

HAVING REGARD to the Partnership for Peace Framework Document Issued by the Heads of State and Government Participating in the Meeting of the North Atlantic Council (Framework Document), dated 10 January 1994; (*only for MOU with PfP nation*)

HAVING REGARD to the provisions of the Agreement Among States Parties to the North Atlantic Treaty and the Other States Participating in the Partnership for Peace Regarding the Status of Their Forces (PfP SOFA), dated 19 June 1951, and including the Additional Protocol to this Agreement, dated 19 June 1995;

HAVING REGARD to the provisions of the Agreement between the Parties to the North Atlantic Treaty Regarding the Status of Their Forces (NATO SOFA), dated 19 June 1951;

HAVING REGARD to the provisions of the Protocol on the Status of International Military Headquarters set up Pursuant to the North Atlantic Treaty (Paris Protocol), dated 28 August 1952;

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HAVING REGARD to the provisions of the Further Additional Protocol to the Agreement among the States Parties to the North Atlantic Treaty and the other States Participating in the Partnership for Peace Regarding the Status of Their Forces (Further Additional Protocol), dated 19 December 1997; **(only for MOU with PfP nation)**

HAVING REGARD to the concept of deploying NATO forces and coalition forces under NATO command and control to or through the territory of the Republic/Kingdom of _____[HN] during periods of peace, crisis, emergency, and conflict in support of NATO operations;

HAVING REGARD to the concept of exercises and operations anticipated to take place with NATO, Partnership for Peace (PfP) and other NATO-led forces;

AND IN CONSIDERATION of the needs of the Republic/Kingdom of _____ [HN], hereinafter called the Host Nation, and the needs of the Supreme Headquarters Allied Powers Europe (SHAPE), hereinafter referred as Strategic Command;

THE PARTICIPANTS HAVE REACHED THE FOLLOWING UNDERSTANDING:

SECTION ONE

DEFINITIONS

For the purposes of this MOU and its supporting documents the following definitions apply:

- 1.1 **Forces**. All components of a NATO-led force, to include all personnel, animals, materiel, and provisions, together with any civilian components of such forces as defined in the NATO SOFA, Paris Protocol and PfP counterparts. The term also includes all ships, aircraft, vehicles, stores, equipment, and ammunition, as well as all air land and sealift movement resources, together with their support services including contractors deploying or supporting the force.
- 1.2 **NATO Operations**. Military actions including exercises, or the carrying out of a strategic, tactical, service, training, or administrative military mission performed by forces; the process of carrying on combat, including attack, deployment, supply and manoeuvres needed to gain the objectives of any battle or campaign.
- 1.3 **NATO Commander**. A military commander in the NATO chain of command.
- 1.4 **NATO Organisations**. Headquarters and organized units of forces under NATO command and control.

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- 1.5 **International Headquarters**. International Military Headquarters in the NATO integrated command structure. Includes activities that may be temporary detachments or units of the Headquarters.
- 1.6 **National Headquarters**. Headquarters of national forces under NATO command and control.
- 1.7 **Multinational Headquarters**. Headquarters with personnel from more than one nation formed by agreement of participating nations and under NATO command and control.
- 1.8 **Sending Nations (SNs)**. Those nations and HQ or its elements deploying to the territory HN in support of NATO Operations.
- 1.9 **Host Nation (HN)**. The Republic/Kingdom of _____[HN].
- 1.10 **Strategic Commander or Command (SC)**. Supreme Allied Commander Europe (SACEUR), whose headquarters is SHAPE.
- 1.11 **Host Nation Support (HNS)**. The civil and military assistance rendered in peace, emergencies, crisis and conflict by a Host Nation to allied forces and organisations, which are located on, operating in or transiting through the Host Nation's territory, territorial waters or airspace.
- 1.12 **Force Protection (FP)**. All measures taken and means used to minimize the vulnerability of personnel, facilities, equipment and operations to any threat and in all situations, to preserve freedom of action and the operational effectiveness of the force.
- 1.13 **Expenses**. Those expenditures associated with the establishment, support and sustainment of national, multinational or International Headquarters, forces or NATO organisations. For the purposes of this MOU and its follow-on documents:
 - a. **NATO Common Costs**. Those expenses agreed in advance to be the collective responsibility of the Alliance.
 - b. **Shared Costs**. Those expenses agreed in advance to be the shared responsibility of more than one nation. Shared Cost arrangements are usually based on a formula detailed in the relevant Technical Arrangement and/or Joint Implementation Arrangements.
 - c. **Direct National Costs**. Those expenses considered the responsibility of a single SN.

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- 1.14 **NATO Common Funding**. Funds provided by NATO nations and made available upon approval through NATO budgets for Common Costs incurred during the conduct of the operation or exercise specified therein.
- 1.15 **Note of Accession (NOA)**. A document indicating the intent of a SN to participate in arrangements for HNS under the provisions of this MOU for a specified NATO-led operation.
- 1.16 **Statement of Intent (SOI)**. A document indicating a SN's intent to participate in arrangements for HNS under the provisions of this MOU, but subject to certain specific reservations. The HN will confirm whether or not the reservations are acceptable for the provision of HNS.
- 1.17 **Technical Arrangement (TA)**. A follow-on bilateral arrangement for a specified NATO-led operation. It details the responsibilities and procedures for the provision of HNS by the HN to the NATO Commander and SN(s).
- 1.18 **Joint Implementation Arrangement (JIA)**. A follow-on bilateral arrangement that establishes the commitment between the signatories concerning the provision and receipt of HNS. It includes detailed information on the required and offered support, site-specific procedures for implementation and reimbursement or payment terms.
- 1.19 **Joint Host Nation Support Steering Committee (JHNSSC)**. A committee established on an ad-hoc basis and co-chaired by the HN and NATO Commander. The committee, comprised of authorised representatives from all SNs, the HN and NATO Commander, will meet to coordinate the necessary amplifying arrangements regarding HNS, such as the TA and JIA(s), as appropriate.
- 1.20 **Operational Sites**. Sites situated in the territory of the HN for the purpose of operational and/or logistics support to the force for NATO-led operations. These sites are detachments of a Strategic Command under the command and control of the NATO Commander.
- 1.21 Unless a meaning is specified within this MOU, the NATO Glossary of Terms and Definitions (AAP-6) will apply.

SECTION TWOPURPOSE

- 2.1 The purpose of this MOU is to establish policy and procedures for the establishment of operational sites and the provision of HNS to NATO forces in, or supported from the HN, during NATO operations.

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- 2.2 This MOU and its follow-on documents are intended to serve as the basis for planning by the appropriate HN authority and by NATO Commander anticipating HNS arrangements for a variety of NATO-led operations. These missions include those for which deploying forces have been identified and those for which forces are yet to be identified.

SECTION THREE**SCOPE AND GENERAL ARRANGEMENTS**

- 3.1 The provisions of the, NATO or PfP SOFA, Paris Protocol and the Further Additional Protocol and any other relevant agreements as may be in force between the SC and HN, will apply to all NATO operations.
- 3.2 The HN recognises operational sites set up under implementation of this MOU to be detachments of the establishing SC and the activities of such detachments to be undertakings of the SC. The sites to be established will be identified in follow-on documents. Command and control arrangements will be assigned in applicable operational plans.
- 3.3 This MOU is intended to be in accord with NATO doctrine and policy and provides an umbrella arrangement and structure for HNS.
- 3.4 The HN will provide support within its fullest capacity, subject to availability and within the practical limitations of the circumstances that then exist, to the forces deployed on NATO-led operations. The details of this support will be addressed in follow-on documents.
- 3.5 The provisions of this MOU apply in peace, emergencies, crisis and conflict or periods of international tension as may be mutually determined by the appropriate HN and NATO authorities.
- 3.6 While SNs are encouraged to participate in NATO-led operations and to accept the provisions of this MOU as the umbrella document under which HNS is provided by the HN, separate bilateral agreements with individual nations may be taken into account by the HN on a case-by-case basis.
- 3.7 The HN and SC may designate representatives to negotiate follow-on documents that support and amplify this MOU.
- 3.8 NATO-led operations supported by this MOU may require multinational support air operations by fixed wing aircraft and helicopters, and in the case of ports, by merchant and military support vessels. The HN acknowledges that movement of such aircraft, helicopters, ships and their crews in and through HN territorial areas,

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will take place under a general clearance for the duration of the operation. The HN will administer/control all aspects of such a clearance.

SECTION FOUR**REFERENCE DOCUMENTS**

Reference documents that may be applicable to this MOU are contained at Annex A.

SECTION FIVE**RESPONSIBILITIES**

Within the provisions of this MOU:

5.1 HOST NATION

- a. During development of supporting documents and as changes occur, and following completion of these documents, the HN will provide timely notice to the appropriate NATO Commander concerning the availability or any deficiencies of HNS capabilities. The HN takes note that NATO planners rely on the developed supporting documents to this MOU and require timely notice of planned changes to the national establishment and capabilities.
- b. In order to provide support, the HN will make the necessary arrangements with sources of support, to include civil and commercial sources. Commercially procured support will be obtained via a competitive bidding process from the lowest compliant bidder.
- c. The HN will keep the administrative and financial records necessary to establish reimbursement to the HN for resources provided to the forces. Records documenting transactions funded through NATO budgets will be made available to NATO as required for audit purposes.
- d. The standard of goods and services supplied by the HN will be in accordance with the details set out in the supporting documents.
- e. The HN will retain control over its own HNS resources, unless control of such resources is released.
- f. The HN will provide, in advance of any NATO-led operation, a price list for any relevant or identified HN support.

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- g. The HN will invite SNs to accept the provisions of this MOU by either a Note of Accession or Statement of Intent.
- h. The HN will provide the procedures for the medical links between HN and SN, including medical POCs.
- i. The HN (*in coordination with the NATO Commander*) will provide to the force, medical and dental support by HN military personnel/facilities under the same conditions as provided to the HN military.
- j. During development of supporting documents, the HN will provide the NATO Commander with copies of any health, safety, environmental and agricultural regulations, which may apply to a NATO-led operation, as well as any regulations in respect to the storage, movement, or disposal of hazardous materials.

5.2 NATO COMMMANDER

- a. The NATO Commander will ensure, to the maximum extent possible, that supporting documents specify the type, quantity, and quality of support required. It is noted that the mission and force structure cannot be specified before designation in an Operation plan (OPLAN) an Operational Order (OPORD), or an Exercise Operational Order (EXOPORD). The NATO Commander will provide supplementary information necessary for HN planning as soon as practicable.
- b. The NATO Commander will give timely notice of any change in circumstances to the HN and will propose modification of follow-on documents, as appropriate.
- c. The NATO Commander will determine whether Common Funding is available and which requirements are eligible for Common Funding.
- d. The NATO Commander will define and prioritise required HNS and approve the pricing for Common Costs.
- e. The NATO Commander will ensure financial reimbursement to the HN for agreed HNS if paid for through Common Funding. In all other cases, the NATO Commander will aid so far as possible in the resolution of financial obligations between the HN and the SNs.
- f. If SN requirements conflict with the NATO Commander's resource distribution priorities, the appropriate NATO Commander will resolve the conflict with the SNs involved.

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- g. The NATO Commander will identify personnel and other requirements for the operation of sites to be established in the HN.
- h. The NATO Commander will facilitate standardisation of support requirements and costs during negotiations and/or at the JHNSSC.

5.3 SENDING NATIONS

- a. SNs may elect to participate in the structure and procedures for HNS by accepting the provisions of this MOU through a NOA or by issuing a SOI for a specified NATO operation.
- b. SNs will identify HNS requirements to the HN and responsible NATO Commander.
- c. For Direct National Cost requirements, the SN will normally participate in negotiations for HNS during the JHNSSC or directly with the HN if a JHNSSC is not established. SNs will provide direct payment or reimbursement for HNS to the HN only for services provided from military sources unless other payment procedures are used as agreed. Under contractual arrangements made by the HN and the SNs, the support provided from commercial or civilian resources will be paid for directly by the SNs.
- d. SNs will provide authorised personnel to participate in HNS discussions during the JHNSSC, if established.
- e. SNs will report changes in HNS requirements to the HN and appropriate NATO Commander as they occur and shall submit revised HNS requirements and/or status reports.
- f. SNs are responsible for the cost of any civilian medical or dental services rendered by the HN.
- g. SNs must follow HN health, safety, environmental and agricultural regulations and procedures that have been identified for operational sites as well as any HN regulations for the storage, movement, or disposal of hazardous materials.

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ANNEX DSECTION SIXFINANCIAL PROVISIONS

- 6.1 By mutual agreement and/or international convention, activities of International Headquarters, operational sites, NATO-owned and/or chartered vessels, aircraft, vehicles, POL and forces provided to NATO will be free from all taxes, duties, state tolls, fees, and all similar charges.
- 6.2 The Paris Protocol, Further Additional Protocol and customary international law which implements immunities and privileges respecting Allied Headquarters will be applied to any International Headquarters, headquarters element, detachment that may deploy to HN following the implementation of a NATO-led operation.
- 6.3 Where complete exemption from taxes, duties, fees, and similar charges is not possible, charges will not be levied at a higher rate than applied to the HN Armed Forces. All expenses should be processed with the least amount of accompanying administrative requirements.
- 6.4 Financial transactions, to include the transfer of funds and creation of accounts, at any private or governmental bank institution are to be conducted without acquiring charges or fees of any kind.
- 6.5 Final financial arrangements, particularly those related to NATO Common Funding, will likely only be determined just prior to the implementation of a NATO operation. All financial arrangements negotiated beforehand must, however, be specific as to NATO's maximum financial liabilities. Expenses not specifically agreed to as being a NATO funded expense, prior to the expense being incurred, will not receive NATO Common Funding.
- 6.6 Follow-on documents will provide the initial basis for cost estimates and will serve as the basis for the categorization of expenses as either NATO Common Costs (if applicable), Shared Costs, or Direct National Costs.
- 6.7 Where the NATO Commander determines that certain costs are both eligible and affordable for NATO Common Funding (from approved budget allocations) the SC will authorize Common Funding for those expenses and will either pay directly or reimburse the HN.
- 6.8 Where certain expenses are determined to be attributable to more than one nation, such expenses may be identified as Shared Costs and may, by the mutual agreement of the nations involved, be shared in accordance with a cost-share formula approved in the TA or other supporting documents.
- 6.9 Charges for civil and military materiel and services provided by the HN will not be levied at a higher rate than the HN Armed Forces is charged and will not include

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administrative or overhead surcharges, but may reflect adjustments due to delivery schedules, points of delivery, or similar considerations. Reimbursement will not be paid for support provided by military personnel.

- 6.10 The NATO Commander and SNs may contract directly with commercial suppliers for supplies, services or other support.
- 6.11 NATO-owned vehicles and SN military vehicles are self-insured and as such may operate without commercial insurance.
- 6.12 The HN will not incur any financial liability on behalf of the NATO Commander or the SNs, unless specifically requested to do so in advance by an authorised representative, and unless responsibility for payment of the expenses is agreed. Furthermore, no funds will be committed until the SC or the SNs, as appropriate, approve the relevant supporting documents and direct their implementation.
- 6.13 Funding has not been allocated in association with this MOU, and this document does not represent a specific funding obligation on the part of the NATO Commander or SNs. Detailed financial arrangements and reimbursement procedures will be specified in the follow-on documents.
- 6.14 Establishment of operational sites to support a NATO operation does not contemplate construction or rehabilitation of infrastructure.

SECTION SEVEN**LEGAL CONSIDERATIONS**

- 7.1 The SC will perform, or may delegate, legal actions essential for the performance of missions, including, but not limited to, the exercise of capacity to enter into contracts, engage in legal or administrative proceedings, and acquire and dispose of property.
- 7.2 The status of the forces deployed to the territory of the HN will be determined in accordance with the NATO or PfP SOFA, Paris Protocol and/or Further Additional Protocol.
- 7.3 Equipment, supplies, products, and materials temporarily imported into and exported from HN territory in connection with a NATO operation, are exempt from all duties, taxes and fees. Other customs procedures will be determined in accordance with the NATO or PfP SOFA, Paris Protocol and Further Additional Protocol, as applicable.

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- 7.4 Non-contractual claims arising out of, or in connection with, the execution of this MOU, will be dealt with in accordance with the provisions of the NATO or PfP SOFA.
- 7.5 Contract claims will be processed and adjudicated by the HN, through the process governing public contracts and in accordance with HN law, with reimbursement from the NATO Commander or SN, as applicable.

SECTION EIGHT**FORCE PROTECTION**

- 8.1 Comprehensive and effective FP will be planned for NATO static headquarters, operations, training and exercises, and will be detailed in OPLANS, EXPs or supplementary agreements, as appropriate. FP will be implemented in accordance with NATO policy and procedures and in a manner consistent with the NATO or PfP SOFA. Under no circumstances will the FP required or provided be contrary to the NATO or PfP SOFA or HN laws.
- 8.2 As appropriate, the HN will inform the SN and NATO Commander of its proposed FP measures, limitations and restrictions.
- 8.3 As appropriate, each SN is responsible for identifying and providing its FP requirements and limitations to the HN and NATO Commander.
- 8.4 In addition to those FP responsibilities detailed in NATO FP policy and procedures, the NATO Commander is responsible for co-ordinating all required and provided HN and SN FP as appropriate to the protection of the Force.

SECTION NINE**SECURITY AND DISCLOSURE OF INFORMATION**

- 9.1 Participants and SNs will conform to NATO security procedures in the storage, handling, transmitting and safeguarding of all classified material held, used, generated, supplied or exchanged.
- 9.2 Information provided by any Participant or SN to any other in confidence, and such information produced by any Participant or SN requiring confidentiality, will either retain its original classification, or be assigned a classification that will ensure a degree of protection against disclosure, equivalent to that required by the other Participant or SN.

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- 9.3 Each Participant and SN will take all lawful steps available to it to keep free from disclosure all information exchanged in confidence, unless the other Participants and/or SNs consent to such disclosure.
- 9.4 To assist in providing the desired protection, each Participant or SN will mark such information furnished to the other in confidence with a legend indicating its origin, the security classification, the conditions of release, that the information relates to a specific NATO operation, and that it is furnished in confidence.
- 9.5 Visits by personnel will be arranged in accordance with the procedures specified in C-M (2002)49, as amended.

SECTION TEN

COMMENCEMENT, DURATION AND TERMINATION

- 10.1 This MOU will become effective on the date of the last signature and remain in effect unless terminated by any Participant giving six months prior notice in writing to all other Participants.
- 10.2 All provisions of Sections 6, 7, and 9 will remain in effect in the event of withdrawal of any Participant or upon termination of this MOU until all obligations are fulfilled. SNs will fulfil all obligations in the event of any termination or withdrawal.

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SECTION ELEVEN

MODIFICATION AND INTERPRETATION

- 11.1 This MOU may be amended or modified in writing by the mutual consent of all Participants.
- 11.2 Apparent conflicts in interpretation and application of this MOU will be resolved by consultation among Participants at the lowest possible level and will not be referred to any national or international tribunal or third party for settlement.
- 11.3 This MOU is signed in three copies each of them containing the text in the English and _____ [HN] language.
- 11.4 Problems in translation or interpretation of this MOU will be resolved under the English language version.

The foregoing represents the understandings reached between the Government of the Republic/Kingdom of _____ [HN] and the Supreme Headquarters Allied Powers Europe, upon the matters referred to herein.

SIGNED:

For the Government of the Republic/Kingdom of _____ [HN]

NAME
TITLE/RANK

Dated: _____

For the Supreme Headquarters Allied Powers Europe

NAME
RANK
TITLE

Dated: _____
Mons, Belgium

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ANNEX D**ANNEX A** *(to the example of MOU)***REFERENCE DOCUMENTS**

- a. The North Atlantic Treaty, dated 4 April 1949.
- b. Partnership for Peace Framework Document Issued by the Heads of State and Government Participating in the Meeting of the North Atlantic Council (Framework Document), dated 10 January 1994. **(only for MOU with PfP nation)**
- c. Agreement among the Parties to the North Atlantic Treaty and Regarding the Status of their Forces, (NATO SOFA), dated 19 June 1951.
- d. Agreement among the States parties to the North Atlantic Treaty and other States Participating in the Partnership for Peace regarding the Status of their Forces (PfP SOFA), dated 19 June 1995.
- e. Further Additional Protocol to the Agreement among the States Parties to the North Atlantic Treaty and the other States Participating in the Partnership for Peace regarding the Status of their Forces (Further Additional Protocol), dated 19 December 1997. **(only for MOU with PfP nation)**
- f. The Protocol on the Status of International Military Headquarters set up Pursuant to the North Atlantic Treaty, (Paris Protocol), dated 28 August 1952.
- g. MC 319/1 - NATO Principles and Policies for Logistics.
- h. MC 334/1 - NATO Principles and Policies for Host Nation Support (HNS).
- i. Applicable NATO STANAGs and Policy Directives for Logistics Support, Force Protection and Financial Reimbursement.
- j. AJP-4.5 (A) - Allied Joint Publication for Host Nation Support Doctrine and Procedures.
- k. CM(2002)50 – Protection Measures for NATO Civil and Military Bodies, Deployed NATO Forces and Installations (Assets) Against Terrorist Threats.
- l. BI-SC Force Protection Directive 80-25, 01 January 2003
- m. BI-SC Functional Planning Guide for Force Protection
- n. AAP-6 - Glossary of Terms and Definitions (English/French)
- o. C-M (2002)49, Security Within the North Atlantic Treaty Organization.

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ANNEX E**EXAMPLE NOTE OF ACCESSION (NOA)/STATEMENT OF INTENT(SOI)**

NOTE OF ACCESSION/STATEMENT OF INTENT
TO PARTICIPATE IN HOST NATION SUPPORT AND
THE FINANCIAL AND OTHER RESPONSIBILITIES SET UP
WITHIN THE KINGDOM/REPUBLIC OF _____ (HN)
FOR OPERATION/EXERCISE _____

The Republic/Kingdom/ Government/Minister of (SN), represented by
.....

Having decided that its Armed Forces will participate in Operation/Exercise
.....

Considering the Overall NATO/PfP Operation/Exercise Concept within NATO doctrine, and

Desiring to participate in the arrangements with respect to Host Nation Support and the financial and other responsibilities of (the Host Nation), the *NATO Commander [insert appropriate name]* and the other Sending Nations relating to the support of such armed forces during the Operation/Exercise.

ELECTS TO PARTICIPATE IN, AND TO ABIDE BY, THE PROVISIONS ARRANGED IN:

The "Memorandum of Understanding between the (HN) and the *NATO Commander [insert appropriate name]*", concerning the provision of Host Nation Support during Operation/Exercise, which entered into effect on the day of as follows:

As a Sending Nation for the Operation/Exercise planning, preparation [and exercise play] through the above-mentioned MOU. [*Where reservations need to be stated, the following wording might be added to the sentence: "subject to the following reservations:" then list reservations if appropriate*]

For the Government of (SN)
.....
.....
.....

Date:

NOTE: THIS PART IS ONLY NECESSARY IF THE SN PROVIDES SOI WITH RESERVATIONS. THEN HN MUST AGREE TO THOSE RESERVATIONS BY SIGNING THE SOI AND RETURNING TO THE SN FOR CONFIRMATION.

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The Host Nation will/will not provide support to the Armed Forces of the Government of (SN) participating in the Operation/Exercise under the provisions of the HNS MOU and the reservation(s) of(SN).....

For the Government of (HN)

.....
.....
.....

Date:

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ANNEX F**EXAMPLE OF A CONCEPT OF REQUIREMENTS (COR)****FORCE** _____**LOCATION** _____**DATES** _____**SN OR COMMAND** _____**OVERALL FORCE SIZE**

NUMBER OF PERSONNEL. _____

MAJOR ITEMS OF EQUIPMENT

NUMBER OF VEHICLES: _____

NUMBER OF TRACKS: _____

NUMBER OF SHIPS: _____

NUMBER OF AIRCRAFT _____

OTHER (SPECIFY) _____

ARRIVAL SPOD(s) _____ DATES _____

APOD(s) _____ DATES _____

ARRIVAL OPERATIONAL SITES _____ DATES _____

_____ DATES _____

FORCES BY LOCATION (provide number of personnel and major equipment at each site)

LOCATION _____ PERSONNEL _____ EQUIPMENT _____

LOCATION _____ PERSONNEL _____ EQUIPMENT _____

LOCATION _____ PERSONNEL _____ EQUIPMENT _____

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ANNEX A /B/C/.....TO COR FOR EXERCISE.....

THE FORMAT FOR THESE ANNEXES IS THE SAME ONE USED FOR ANNEXES TO THE SOR.
THE FORMAT IS DESCRIBED IN ANNEX H OF THIS DOCUMENT AT PAG H-2.

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ANNEX G

EXAMPLE OF A HOST NATION SUPPORT TECHNICAL ARRANGEMENT

TECHNICAL ARRANGEMENT BETWEEN
NATO OPERATIONAL COMMAND (insert appropriate name)
MINISTRY OF DEFENCE (insert appropriate country)
REGARDING
THE Provision of Host Nation Support (HNS)

PART ONE

GENERAL

1.1 Purpose and Scope

The purpose of this Technical Arrangement (TA) is to outline the concept of Host Nation Support (HNS) to SN forces deployed on.....(*insert details of operation/exercise/ contingency plan to be supported*) and to clarify general procedures and arrangements necessary to enable the designated NATO Commander and HN to effectively fulfil their responsibilities identified in the Memorandum of Understanding(*detail title of the relevant MOU*), hereinafter referred to as “the MOU”, with respect to provision of HNS). The TA supplements the MOU and supports the development of concise Joint Implementation Arrangements (JIAs), which detail specifically the support to be provided to each SN or NATO Command for (*insert details of operation/exercise/ contingency plan to be supported*), together with reimbursement and other site specific procedures necessary to access HNS.

1.2 Definitions, Acronyms and Abbreviations

Definitions, Acronyms and Abbreviations that may be applicable to this TA are at Annex.....

1.3 References

Reference documents that may be applicable to this TA are at Annex.....

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ANNEX G**1.4 Situation**

Describe the circumstances, which the HNS TA is to address. If the TA is being developed in relation to a specific operation or exercise, a broad outline of the concept of operations and again, the decision to develop/implement a MOU and the role this document is to play in furthering smooth implementation of HNS Arrangements. The sub-section might also refer to any emergency actions or legislation, which is being invoked to support the operation

1.5 HNS Mission

At a time mutually agreed to by the nations involved, or upon NATO declaration, the HN will provide HNS in order to fulfil all actions necessary to support allied forces in its territory.

1.6 Execution

Provide a general outline of the agreed approach to meeting the support needs of the deploying forces for either an operation or an exercise. An operational example could be:

In time of emergency, crisis or conflict, the HN will receive, transport and support NATO led forces, equipment and supplies, which arrive by air and sea at designated ports of debarkation or by land. SN personnel will assist, as required, in the offloading, staging and forward movement of SN unit equipment arriving at HN airports/seaports. The HN will furnish all possible aid for the provision of HNS within limits established by other arrangements. The availability of such support will be clarified in the Joint Implementation Arrangements (JIAs).

There might also be value in describing support arrangements in more detail for particular aspects/class of supply. Depending on the amount of detail involved, such information could be assigned to Annexes, possibly combined with information on particular procedures to apply (see the section in Part 2 addressing the latter).

1.7 Command and Control

Outline the command, control and co-ordination, arrangements to apply, including organisational wiring diagrams as appropriate. The aim will be to clarify the C2 relationships between all agencies involved in providing and receiving HNS. This sub-section should also establish the requirement for liaison officers and outline the functions, locations and responsibilities of the key agencies identified. For example, the role, responsibilities and location of any HN HNS cells established should be clarified, as well as the co-ordination arrangements with the HN SCC within the MJLC if established.

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Where the TA is developed as part of a contingency planning process, or at least in advance of the development of JIAs, the following example text, on responsibilities might be appropriate:

1.8 Responsibilities

- (1) NATO Operational Command. In addition to those listed in the MOU, the following are responsibilities of the NATO Operational Command:
 - a. Co-ordinate HNS planning to include, co-chairing the JHNSSC, co-ordinating site surveys, further developing the detailed HNS concept and ensuring the development and execution of the JIA(s).
 - b. (If required) collate the financial information necessary for the refund of VAT for expenses incurred while the NATO HQ is deployed to (insert country).
- (2) HN. In addition to those listed in the MOU, the following are responsibilities of the HN:
 - a. Support and participate in joint site surveys.
 - b. Provide facilities and services as outlined in the JIA(s) in accordance with the provisions of the financial section of this document.
- (3) SN(s). In addition to those listed in the MOU, the following are responsibilities of the SN(s).
 - a. Participate in the JHNSSC.
 - b. Identify HNS requirements to the HN and to the Operational Commander through the COR and/or SOR and site surveys.
 - c. Comply with HN prerequisite provisions for receiving HNS.
 - d. Reimburse the HN for support received in accordance with the provision of this Arrangement and the JIA(s).
 - e. During execution identify new or changing HNS requirements to the HNSCC

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- (4) Multinational Joint Logistic Centre (MJLC). The MJLC is responsible for maintaining visibility over national and multinational logistic efforts and ensuring that the logistic effort supports the operational concept. In terms of HNS the MJLC will contain HN SCC to resolve HNS issues.(list of responsibilities for HN SCC from chapter 4).

PART TWO**FINANCIAL PROCEDURES**

The following is an example of financial arrangements adapted from a NATO multinational exercise:

2.1 Financial Guidelines

The following guidelines supplement the general financial considerations provided in the MOU. For the purposes of the HNS provision for Exercise XXXX, where procedures in accordance with STANAGs are cited, these apply to both PfP as well as NATO nations. All bills for contracts, claims, and payments will be in the HN currency.

a. General

- (1) Reimbursement for Supplies and Services. SN(s) or NATO commands will reimburse the HN for all mutually accepted supplies and services rendered by the HN, except those supplies and services, which are provided at no cost or on loan. Reimbursable support and services will be specifically detailed in the JIAs attached to this TA, or will be detailed in other individual orders for supplies or services. In general procedures as detailed in STANAG 2034 will be applied as modified by provisions cited in applicable JIAs.
- (2) Loaned Equipment. Any equipment loaned to SN(s) or NATO commands will be returned on completion of the exercise re-deployment. Damaged loaned items will be reported to the HN at the time of return, at which time reimbursement as appropriate for repair or replacement will be negotiated.
- (3) Financial and Budget Arrangements. Detailed financial and budget arrangements, including those for reimbursement in kind, will be specified for each JIA or individual order for supplies or services. All accounts will be settled in accordance with provisions established in this TA and the JIA(s) for Ex XXX. These may, on an exceptional basis, vary from procedures outlined in STANAG 2034.

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- (4) Secondary Provisions. Where a SN arranges for the costs of HNS provided to its forces to be paid for by another SN, the HN will conclude the required JIAs with the latter (or financing) SN which will act on behalf of both SN(s). All support to be provided will be agreed upon through the JIAs.
- (5) A full description of types of costs, funding descriptions, and general financial responsibilities is detailed in the MOU.

b. Cost Formulas

In the spirit of collective effort, Host Nations are generally expected to provide a reasonable degree of support to NATO HQs and SNs as part of their force contribution to an exercise or operation. In some cases, however, the incremental costs may exceed those which should reasonably be expected as a contribution, and should be considered as eligible for reimbursement. The following general cost guidance will be observed.

- (1) NATO Common Costs. For Ex XXXX the incremental costs of operating the NATO HQ, the NATO HQ-sponsored Multinational Logistic Support Sites, the NATO HQ Public Information Offices, and the NATO HQ Distinguished Visitors Bureau will normally be treated as a NATO common cost in accordance with specific provisions of the applicable JIAs.
- (2) Shared Costs. Incremental costs of resources provided for use by several or all SNs at a location will be recovered on a pro-rata basis. In order to calculate those costs attributable to the deployment of SN forces, but which are not covered elsewhere in this subsection, it will be necessary to identify those shared cost categories in which such additional costs may arise. Following this, for each relevant category, the HN and SN will agree the proportion of the costs identified, which can be considered as additional by one of the following methods:
 - (a) Personnel Related. Where additional costs are incurred by the Government of (*insert country*) by the entry of SN personnel and such costs are directly in relation to the total personnel occupancy of the base/installation, then such costs will be borne by the SN on a proportional basis as negotiated in individual JIAs. Payment in this context does not generally contemplate reimbursement for military personnel costs.

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- (b) Equipment or Task Related. Where additional costs are incurred by the Government of (*insert country*) by the entry of extra equipment (aircraft or other major equipment), or the extension of the normal base operating hours to accommodate the exercise task, then such incremental costs will be borne by the SN(s) on a pro-rata basis in accordance with the number of major equipment /aircraft and or the extension of such operating hours as are individually negotiated in the relevant JIAs. Payment in this context does not generally contemplate reimbursement for military personnel costs or use of military-owned equipment.
- (3) Direct National Costs. The cost of resources provided to and used by only a single SN or a NATO Command will be borne by the receiving SN or NATO Command.

c. Payment and Reimbursement Procedures

All agreed reimbursable HN expenses required to support these activities will be paid for from the NATO Council approved exercise budget.

- (1) STANAG 2034. Settlement of expenditures between nations will be made in accordance with STANAG 2034, unless otherwise stated in the applicable JIAs.
- (2) Military Resources. Equipment, services and facilities available from military sources on HN air stations, army bases or naval installations will be provided free of charge where possible.
- (3) Commercial/Civil Resources. The SN will pay for support provided from commercial or civil sources, whether arranged by the SN or HN.
- (4) Payment. JIAs concluded between the SN(s) or NATO Commands and the HN supporting Ex XXXX will spell out in detail the precise means of payment or reimbursement to be used. Payment for equipment or services will be conducted by one or several of the following means:
 - (a) Prepayment by the SN;
 - (b) Reimbursement in accordance with STANAG 2034; or
 - (c) Replacement-in-Kind.

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- (5) HNS Documentation. The HN is responsible for documentation of expenses obtained on behalf of the SN or NATO Command.

d. Medical Financial Arrangements

- (1) Treatment and consultations provided by unit or garrison medical services and evacuation by military transport, including helicopters, will be free of charge. Where assistance is required from the HN to transfer injured personnel to a hospital of the SN choice using HN assets, the SN will accept responsibility for any reimbursement required for the transportation costs involved.
- (2) The SN will also pay the HN for emergency evacuation by civil medical helicopters as well as medical care extended to its personnel at local civilian facilities with the exception that, within the limits applicable to prior exemption from payment by health insurance regulations, the SN may take advantage of the provisions of any international or bilateral agreements on medical/social security to defray costs of treatment in the HN.

2.2 Contractual Guidelines

Similarly, it is helpful to clarify arrangements for contracting. The following is an example adapted from the TA for the same exercise as the aforementioned financial arrangements were drawn:

- (1) SN(s) or NATO commands are authorised to contract directly for commercial-provided goods and services, and will normally have the primary responsibility for the execution of such contracts/purchases.
- (2) The HN will facilitate the contracting/purchase of goods and services required by each SN or NATO Command. There will be a designated contracting point of contact provided by HN who will recommend vendors and assist in the preparation of contracts to facilitate purchases, and to serve as an interface between civilian vendors and the SN contracting/purchasing authorities. The HN will not enter into any financial agreements without the previous consent of the NATO HQ or SN.
- (3) The (Unit element to be specified) will include a small contracting element that will monitor the contracting effort within the Joint Operations Area (JOA) and serve as an operational level liaison for contracting issues.
- (4) The Regional Area Contracting Officer (RACO) will be the contracting agent for the NATO HQ and all NATO HQ-sponsored multinational logistic organisation requirements (such as those of the MJLC, MNLC, ALSS, FLS(s)).

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- (5) Details of the goods and services required to be provided by contract/purchase along with providing vendors, method and time of receipt, POC(s) and methods of reimbursement may be detailed in the JIA(s).
- (6) Goods and services provided by the HN government to SN(s) on a reimbursable basis will be documented in the JIA(s) and will not require an additional contract.
- (7) It is envisaged that there may be some contracted or purchased services that will be conducted on a bi-lateral basis outside this TA. These types of support may include naval vessel pier side services among others.

PART THREE**LEGAL ASPECTS****3.1 Tax relief**

By mutual agreement and/or international convention, activities of International Headquarters, operational sites, NATO-owned and/or chartered vessels, aircraft, vehicles, POL and forces provided to NATO will be free from all taxes, duties, state tolls, fees, and all similar charges. The Paris Protocol, Further Additional Protocol and customary international law which implements immunities and privileges respecting Allied Headquarters will be applied to any International Headquarters, headquarters element, detachment that may deploy to HN following the implementation of a NATO-led operation. For the purposes of this exercise/operation, those exemptions will also be extended to SN forces.

3.2 Customs

The following general customs declarations and manifesting requirements will apply to NATO HQs and Forces:

- (1) Forces may import and re-export free of duty military equipment and assets required by the Forces and reasonable quantities of provisions, supplies and other goods for the exclusive use of the Forces. That duty-free importation is dependent on the deposit of a custom declaration (Form 302 (see Annex A of STANAG 2456) at the customs office of the HN. (If the HN does not recognise Form 302, then customs documents determined by HN customs authorities will be used; such forms will be contained in Appendix.....);

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- (2) Goods, which have been imported into the HN duty-free, will not be disposed of unless permitted to do so by the HN. Goods purchased in the HN will be exported from the HN in accordance with the laws and regulations of the HN;
- (3) Members of the Force will carry the following documents when entering or crossing the borders of the HN and present them on demand:
- NATO/National Identity Card;
 - NATO Travel Order (AMovP-3 Chapter 3).

The HN will accept these documents, without pre-conditions, as appropriate documents for entry or border crossing by members of the Force.

Where the HN has not ratified AMovP-3, the border crossing protocols will be detailed in this section

- (4) Customs Declarations and Manifesting. All NATO and SN(s) Commands, units, and personnel (defined here as individuals travelling separately or in small groups either as personnel replacements or as stand-alone or detachments of another unit) are required to comply, with HN customs and will be manifested on all in/out-bound modes of travel (e.g., aircraft, ships, vessels, trains, vehicles). Detailed HN Customs/Manifesting Requirements and Documentation are contained in Appendix.....). The following general customs and manifesting guidance, standards, and rules apply:
- a. Pre-Deployment. Initial Customs Declarations by all NATO and SN(s) must be submitted to the HN Customs Office, in the manner, means, and format directed in Annex..... Initial Customs Declarations are required (X) days prior to the intended movement or arrival of the NATO/SN(s) force. Separate Declarations are required for each means and mode of travel.
 - b. Upon Arrival. Official Customs Declarations by all NATO and SN(s) will take the form of actual aircraft, ship, vessel, train, or vehicle Manifests identifying specific information regarding all personnel, equipment, cargo, military supplies, in the manner, means, and format directed in Annex..... Separate Declarations are required for each means and mode of travel.

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- c. Customs Taxes, Penalties, and Duties. NATO/SN(s) military shipments that comply, with the stated Customs and Manifest Declarations, will be exempt from airfield/port/transit taxes, penalties, duties, import fees or similar charges.
- d. Personnel, Mail, and Cargo (PMC) Shipments. NATO/SN(s) PMC shipments that comply, with the stated Customs and Manifest Declarations, will be exempt from airfield/port/transit taxes, penalties, duties, import fees or similar charges, excluding those items identified or prohibited in Annex.....

3.3 Carriage of Arms

Forces entering or leaving the HN will be permitted to carry their personal weapon(s) provided they are authorised to do so by travel orders applicable to them.

3.4 Force Protection (FP)

Comprehensive and effective FP will be detailed in OPLANS, EXPIs or a supplementary arrangement.

3.5 Environmental Protection

The HN will provide NATO Command(s) and SN(s), with copies of environmental compliance rules or standards, which will apply during the course of the exercise. The standards will be no higher than those under which the HN Armed Forces operate. SNs will comply with HN environmental standards. Damage caused by failure to comply with the standards so notified will be remedied by the nation causing the damage or possible claims will be settled in accordance with Article VIII of the NATOSOFA.

3.6 Claims

A claims procedure will be established in the HN in accordance with the NATO SOFA. Waivers respecting each party's equipment and forces arising under the NATO SOFA, and Paris Protocol are in effect. More specific and detailed claims procedures are contained in Annex..... of this TA.

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PART FOUR

SUPPLIES AND SERVICES

4.1 Aim

Describe the procedures peculiar to the acquisition of supplies and services, which will include medical and movement by SN forces on HN territory. Details for each class of supply and service are contained in the Annexes to this TA.

4.2 Scope

Governs all acquisition of supplies and services in support of SN operations in HN.

4.3 Acquisition

Specify specific requirements (referencing annexes, JIAs, or individual orders as appropriate. Wherever possible, include quantities, prices, the sources, delivery arrangements, inspection regimes, etc. A “not to exceed” (NTE) value amount should be determined for each category of requirement where individual prices are not yet known.

4.4 Procedures

Specify any additional or alternative procedures to those detailed in the Section within Part 2 of the TA addressing General Procedures for Notification and Management of HNS Requirements

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PART FIVE

COMMENCEMENT, AMENDMENT AND TERMINATION

This TA will become effective on the date of the last signature of the designated NATO Commander and the HN. The TA can be amended at any time in writing by mutual consent.

The TA will remain in effect until all obligations have been fulfilled.

SIGNED:

For the Government of the Republic/Kingdom of _____ [HN]

NAME
TITLE/RANK

Dated: _____

For the *Designated NATO COMMANDER* [insert appropriate name]

NAME
RANK
TITLE

Dated: _____
Mons, Belgium

ANNEXES (to the example of TA):

- A. Class 1
- B. Class 2 and 4
- C. Class 3
- D. Class 5
- E. Transportation

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F.	Telecommunications
G.	Medical and Dental Services
H.	Civilian personnel
I.	Construction.
J.	
K	Force Protection
L	Multinational arrangements
M	RSOM arrangements
N	
O	
P	
Q	
R	
S	
T	
U	
V	
W	
X	List of HNS POC's
Y	List of JIA's applicable
Z	List of abbreviations

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ANNEX G

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STATEMENT OF REQUIREMENTS (SOR) Nr _____ Operation/Exercise: _____			
Change <input type="checkbox"/>		Administrative Data	
INITIATOR		HOST NATION RESPONSE	
1. Requisition Number and Date:		5.a. Payment to be received by:	
2. Support Agreement :		5.b. Account Number:	
3.a. Type of Support Required:		5.c. Address:	
		5.d. Tel/Fax:	
3.b. Likely Timeframe:		6.a. Supplying Party/Unit :	
From:		6.b. POC authorised to accept changes to SOR :	
To:		Name/Rank:	
3.c. Remarks:		Address:	
		Tel/Fax:	
		7.c. Nation:	
4.a. From (Receiving/Initiating Party):		7.a. To (Supplying Party):	
4.c. Nation:		10.c. Nation:	
4.b. Receiving Official (Initiator):		10.b. Requesting Official (Authoriser):	
Name/Rank:		Name/Rank:	
Address:		Address:	
Tel/Fax:		Tel/Fax:	
Signature & Date:		Signature & Date:	

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ANNEX H

ANNEX A/B/C/..... TO **SOR** Nr_____ for Operation/Exercise_____ Page 1 of _____

POC: _____ UNIT IDENTIFICATION _____ LOCATION_____

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Bloc k no.	Content	Bloc k no.	Content
1.	Unique identification number, to be filled in by the receiving party	8.c.	Telephone and fax number of the financial office responsible for payments
2.	HNS Technical Arrangement which authorises the support requested	9a.	Unit/agency that will receive/use the services/supplies
3.a.	Type of support required (i.e.: Classes of Supply or other support)	9b.	POC of the receiving unit/agency authorised to request changes to the SOR
3.b.	Duration of the requirement for support	10a.	Official agency authorised to submit HNS requests to a Host Nation
3.c.	Remarks	10b.	Official POC authorised to make commitments
4a.	Office authorised to request support from a Host Nation	10c.	Committed state
4b.	Contracting Officer's representative	11.	Line item number
4c.	State requesting support	12.	Detailed description of required support
5a.	Financial office that will receive payments (usually the Ministry of Defence)	13.	Quantity required
5b.	Account number of the receiving financial office	14.	Unit of Issue (i.e. litres, boxes, items, days, etc.)
5c.	Address of the receiving financial office	15.	Quantity available
5d.	Telephone and fax number of the receiving financial office	16.	Quantity of shortfalls (column 13- column 15)
6a.	Host Nation unit or organisation that will provide the actual service/supplies	17.	Solution method for shortfalls and remarks
6b.	Host Nation representative authorised to accept changes to the SOR (identified by Host Nation POC)	18.	Quantity of support received (to be identified after the support operation has ended)
7a.	Official agency authorised to receive HNS-requests	19.	Estimated cost per unit
7b.	Official POC authorised to receive HNS requests	20.	Total estimated cost per line item
8.a.	Financial office responsible for payments	21.	Method of reimbursement (i.e. cash, replacement in kind or equal value exchange)
8.b.	Address of the financial office responsible for payments	22.	Remarks

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ANNEX H**STATEMENT OF REQUIREMENTS (SOR) CHECKLIST (OTHER THAN
AIRFIELDS which are covered by SUPPLEMENT 1 to ALP- 4.3)**

FUNCTION		PROVISIONAL AGREEMENT
A. TRANSPORTATION		
1	Reception of Personnel & Cargo	
	a. Total Qty of Personnel Arriving	
	b. Total Bulk/Weight of Cargo - From/To	
2	Movements	
	a. Internal, From Billeting Areas to Work Areas	
	b. Movement To/From Airfield	
3	Port Operations (Re-supply)	
	a. Capacity (Size of Port Required)	
	b. Capability to Use Light Rafts	
	c. Materiel Handling Equipment at Port	
4	Rental Vehicles	
	a. Total Number	
	b. Sedans	
	c. Trucks (By Type)	
	d. Mopeds	
5	CIS	
B. ACQUISITION OF MATERIEL & SERVICES		
1	Office Equipment	
	a. Typewriters	
	b. Desks	
	c. Copy Machines	
	d. Tables	
	e. Chairs	
	f. Safes	
	g. Filing Cabinets	
	h. ADP Equipment	
2	Maintenance Services	
	a. Contracts	
	b. Vehicles	
	c. Generators	
	d. Marine	
	e. Office Equipment	
	f. Buildings/Grounds	
	g. Electrical	

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	h. CIS Equipment	
	i. Other	
3	Catering/Rations	
	a. Total Required	
	b. No of Meals Per Day	
	c. Prep, Serving & Dining Eqpt	
	d. Messing facilities (Buildings)	
	e. Tables & Chairs	
4	Furniture	
	a. Living Quarters	
	b. Beds	
	c. Dressers/Wall Lockers	
	d. Chairs	
	e. Desks/Tables	
	f. Lamps	
5	Potable Water	
	a. Availability	
	b. Requirement (CuM/Day)	
6	Electrical Power	
	a. Consolidated Requirement	
	b. Maintenance	
	c. Backup Power Source	
C. PETROLEUM, OIL & LUBRICANTS (POL)		
1	Storage Capacity	
2	Handling/Distribution	
3	Aviation Fuel	
4	Diesel	
5	Petrol	
6	Compressed Gases	
	a. Availability of Re-supply	
	b. Types Available	
D. MEDICAL SERVICES		
1	Treatment Capabilities (By Role)	
2	Patient Evacuation	
3	Medical Liaison	
4	Medical Pre-positioning	
5	CIS	
E. CIVILIAN LABOUR		
1	Base Support Workers	
	a. Sanitation Workers	
	b. Plumbers	

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	c. Electricians	
	d. Carpenters	
	e. Masons	
	f. CIS	
2	Maintenance Workers	
	a. Electronic Eqpt Repairmen	
	b. Electrical Eqpt Repairmen	
	c. Office Eqpt Repairmen	
	d. Vehicle Mechanics	
3	Firemen	
	a. Capability	
	b. Equipment	
F. CONSTRUCTION		
1	Inactive LOC Facilities	
	a. Planned Modifications to Facilities	
	b. Ongoing Modifications to Facilities	
2	Activated LOC Facilities	
	a. Facilities & Utilities Construction & Repair	
	b. Erection of Portable Facilities	
	c. Protective Berms	
	d. Living Accommodation	
	e. Office/Ops/Maint Facilities	
G. COMMUNICATIONS & INFORMATION SYSTEMS		
1	Voice	
2	Date	
3	Message Handling System (MHS)	
5	Real Estate for National Equipment	
6	Frequencies	
7	Welfare Services	
8	Antenna Field Areas	
	a. Total Area Required	
	b. Separation Between Fields	
	c. Height	
	d. Power	
	e. Frequency and Bandwidth	
H. CO-ORDINATION & CONTROL		
1	LOC Activation	
2	Liaison Exchange With HN	

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I. FACILITIES		
1	Training Areas	
	a. Maneuver Areas (Size)	
	b. Small Arms Ranges	
	c. Miscellaneous	
2	Office Space	
	a. Total Area Required	
	b. Breakdown By Type	
3	Billeting Requirement	
	a. Officer	
	b. NCO	
	c. Other Ranks	
	d. Latrines	
	e. Showers	
4	Maintenance Facilities	
	a. Aircraft (Not On Airfield)	
	b. Communication Equipment	
	c. Vehicles	
5	Storage facilities	
	a. Warehouses	
	b. Outdoors (Covered)	
	c. Outdoors (Open)	
	d. Maint Related (Spare Parts, etc)	
	e. Materiel Handling Equipment	
	f. Bulk POL Storage	
	g. Ammo Storage	
6	Medical/Dental Facility	
	a. Medical Facility (Role & Capacities)	
	b. Dental Facility (Capacity)	
	c. MEDEVAC Routing	
7	Pier/Dock Facilities	
	a. Capacity	
	b. Pier/Dock-side Storage	
	c. Refueling	
	d. Maintenance Area	
	e. Transhaul From Pier/Dock Via Road or Rail	

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ANNEX I**EXAMPLE OF A JOINT IMPLEMENTATION ARRANGEMENT (JIA)****..... Detachment -(Location)****PLAN SUMMARY**

1. Purpose. To describe the requirements of the(NATO Forces) for HNS by(HN) for Operation/Exercise at(Location).
2. Authority. Pursuant to the MOU authority to conclude this JIA is contained in dated
3. Conditions of Execution. For the duration of Operation/Exercise.....
4. Operations to be Conducted. The (NATO Forces) will deploy to (.....) to undertake missions outlined in the EXOPORD for Operation/Exercise
5. Key Assumptions:
 - a. That once initiated, HNS will continue until it is mutually accepted that such support is no longer required.
 - b. Upon arrival, the HN, (HN), will provide pre-positioned equipment/material to the (NATO Forces) Detachment (Det).
 - c. The (NATO Forces) Det Advance Party will arrive at (Date/Time).
6. Command Relationships. (Detail any relevant command relationships).
7. Concept. The (relevant military authorities) will provide HNS and facilities, as available, as detailed in Annexes to this Arrangement. (As appropriate, describe broad outlines features of the HNS to be provided and general terms of its provision; also the relative contribution it is likely to make to the overall support requirements of the detachment)
8. Limiting Factors/Shortfalls: (As appropriate, detail any significant limiting factors/shortfalls highlighted in paragraphs in the individual annexes to this TA).
9. Co-ordination/Control:
 - a. Task Organisation. (For NATO Forces)

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- b. Key Personnel. (Detail useful local points of contact and responsible organizations involved with the request/provision of HNS on both sides at the final destination);
- c. Co-ordination Particulars: (Detail any additional co-ordination arrangements for the site).
- 10. Customs Arrangements. (Detail where these can be found e.g. EXOPORD).
- 11. Financial Procedures. (Detail any site specific procedures for payment of bills etc)
- 12. Environmental Protection (Detail where procedures related to this can be found e.g. EXOPORD).
- 13. Contractual Guidelines. (As Appropriate)
- 14. Commencement, Amendment and Termination:

This JIA will become effective on the date of the last signature of the designated NATO Commander and the HN. The JIA can be amended at any time in writing by mutual consent. The JIA will remain in effect until all obligations have been fulfilled.

- a. This JIA will be effective when approved by the designated representative of the (NATO Commander) and(HN) MOD(s). This plan may be terminated by:
 - (1) Either participant, following a revision of the mission by either participant whereby fulfilling of the plan is made either impossible or unnecessary, or
 - (2) The mutual consent of both participant.

Signatures

(HN Representative)

(NATO Representative)

ANNEXES:**SORs**

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ANNEX J**LIST OF HOST NATION SUPPORT RELATED STANAGs AND PUBLICATIONS**

STANAG 2034 CSS	NATO Standard Procedures for Mutual Logistic Assistance.
STANAG 2061 MED	Procedures for Disposition of Allied Patients by Medical Installations.
STANAG 3113 ASSE	Provision of Support to Visiting Personnel, Aircraft and Vehicles.
STANAG 3430 ASSE	Responsibilities for Aircraft cross-servicing (ACS)
AAP-6	Glossary of Terms and Definitions (English and French)
AJP-4	Allied Joint Logistic Doctrine.
AJP-4.4	Allied Joint Movement and Transportation Doctrine.
AJP-4.6	Multinational Joint Logistic Centre (MJLC) Doctrine.
AJP-4.9	Modes of Multinational Logistic Support.
AJP-4.10	Allied Joint Medical Support Doctrine.
ALP-4.3	Air Forces Logistic Doctrine and Procedures.
AMovP-3	Movements and Transport Documents and Glossary of Terms and Definitions
MC 319/2	NATO Principles and Policies for Logistics.
MC 326/1	NATO Medical Support Principles and Policies.
MC 334/1	NATO Principles and Policies for Host Nation Support
MC 336/2	NATO Principles and Policies for Movement and Transportation
MC 411/1	NATO Military Policy on Civil-Military Co-operation (CIMIC)

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ANNEX K**LIST OF EFFECTIVE PAGES
(LEP)**

EFFECTIVE PAGES	PAGE NUMBERS
Original	Front Cover
Original	i
Original	iii thru iv
Original	v
Original	vii thru xi
Original	1-1 thru 1-11
Original	2-1 thru 2-4
Original	3-1 thru 3-13
Original	4-1 thru 4-4
Original	A-1 thru A-3
Original	B-1 thru B-2
Original	C-1
Original	D-1 thru D-14
Original	E-1 thru E-2
Original	F-1 thru F-2
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Original	J-1
Original	K-1

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